

**Glasgow City Council****Wellbeing, Equalities, Communities,
Culture and Engagement City Policy Committee****Report by Chief Executive****Contact: Cormac Quinn****ANNUAL BUSINESS PLAN (ABP)
2023/24 FOR CHIEF EXECUTIVE DEPARTMENT****Purpose of Report:**

The report presents the 2023/24 Annual Business Plan (ABP) for the Chief Executive Department.

It gives an overview of priorities for 2023/24 and the resources available to deliver these priorities.

Recommendations:

The committee is asked to consider and note the Chief Executive Department Annual Business Plan 2023/24.

Ward No(s):

Citywide: ✓

Local member(s) advised: Yes No consulted: Yes No **PLEASE NOTE THE FOLLOWING:**

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Chief Executive Department

Annual Business Plan

2023 to 2024

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Section 1: Resources and Organisation

Overview

The Chief Executive Department provides professional expertise and support to elected members and the Council Family Group to deliver on the Council's Grand Challenges, Missions and Commitments.

We do this by providing a single service dedicated to supporting members in their strategic planning, decision making and scrutiny roles, and supporting the Council Family Group in leading and delivering on these priorities and related programmes. We provide support, expertise and advice on policy, law, programme management, communication, human resources, organisational development, health and safety, governance, procurement, and consultation and engagement for key programmes and initiatives across the Council Family Group.

We deal with services aimed at empowering communities to participate in service design and delivery, and local decision making. We are responsible for driving forward the city's economic strategy, offering support and guidance to businesses, supporting the City's transition to a net zero through the Glasgow Green Deal programme, supporting the Digital Economy and employability provisions.

The Chief Executive's Department is also home to the Glasgow City Region Programme Management Office which deals with Regional Strategic Economic Planning, the Glasgow City Region City Deal and the Regional Intelligence Hub.

We also drive the Transformation Programme to address poverty in the city and manage the Council's ICT contract.

We deliver this by:

- providing expert advice, direction and governance on the Councils Grand Challenges and programmes;
- shaping and driving the Council's approach to transformation and lead on a number of Council-wide reform initiatives;
- ensuring we make the best use of our people, through a coordinated approach to human resources, organisational development, health and safety and workforce issues; and
- providing effective communication and engagement with staff, stakeholders, businesses, local communities and the public.

We also manage the smooth running of the Council and its decision-making arrangements by providing professional services and advice to individual Services and Arm's Length External Organisations (ALEOs) to enable them to provide efficient and effective frontline services.

The Chief Executive's Department provides a broad range of specialist and corporate advisory and support functions across the Council and is the lead service in respect of corporate governance. It also plays a key role in support of the Council's Grand Challenges, Missions and Commitments as outlined in the [Council's Strategic Plan](#).

Key objectives include:

- Supporting the Council and its Service departments/ALEOs in achieving its Grand Challenges while monitoring and directing the overall management of the Council and its resources.
- Consulting with and representing stakeholders in respect of major initiatives that may impact on the City and on Council services.
- Developing corporate policies and standards and ensuring that legislative requirements are met and that Council interests are safeguarded.
- Supporting service departments to operate within Council Policies and Procedures, National Agreements, Statutory Requirements, and other regulatory frameworks.
- Promoting and facilitating good practice and coordinating joint activities between service departments.
- Communicating the Council's policies and services to the public, employees, stakeholders and the media.
- Developing and supporting Council employees at corporate and departmental level.
- Implementing and monitoring issues relating to Equality, Anti-racism and Disability.
- Facilitating the Council's democratic decision-making process and administering Parliamentary and Local Government elections.
- Empowering communities to participate equally in service design and delivery, and local decision making.
- Supporting and developing the city's economy.
- Facilitating the delivery of the Council's IT provision.

Service Areas

The main service and operational areas within the department are (in alphabetical order):

- A. Community Empowerment Services**
- B. Corporate Policy and Governance**
- C. Economic Development**
- D. Financial Inclusion and Transformation Team**
- E. Glasgow City Region Programme Management Office**
- F. Human Resources (HR), Organisational Development (OD), Job Evaluation, Health & Safety/Resilience**
- G. Legal and Administration Services**
- H. Strategic Information, Innovation & Technology**
- I. Strategic Partnership and Communication**

Further details on each of these service areas are given below.

A. Community Empowerment Services

Community Empowerment Services sits within Chief Executive's Department. It comprises a range of services aimed at empowering communities to participate equally in service design, delivery and local decision making.

The core service areas within Community Empowerment Services are:

1. Partnership & Development

The Partnership and Development teams support the work of Glasgow Community Planning Partnership (GCPP) and Glasgow City Council.

Glasgow Community Planning Partnership brings together public agencies, the third sector, and the private sector, to work to improve the city, its services, and the lives of people who live and work here. The Community Empowerment (Scotland) Act in 2015 requires the Partnership to publish a plan that sets out our shared priorities for the city, where we plan to make improvements and over time show that we have made these improvements.

The [Glasgow Community Plan](#) is the GCPP's 10 year plan for the city, published in 2017, which is implemented through community action plans, the latest of which is currently being developed for 2023-27 (more details in the table below). GCPP's vision "is for Glasgow to be a world class city, with thriving and resilient communities where everyone can flourish and benefit from the city's success."

The Partnership and Development teams work alongside other teams within Community Empowerment Services, with GCPP partners and across the Council family, third sector organisations and community groups, providing support at a local and citywide level, including implementing locality planning and place-based approaches. One example of this locality based work will be supporting the development in 2023 of a Locality Plan for Castlemilk, in response to a Participation Request from the local community.

The two area Partnership and Development teams also provide support to local GCPP structures which in 2023 will entail a new model for the GCPP Area Partnerships, including the introduction of a new citizen engagement system (more details in the table below), and taking forward the Open Government agenda at a community level.

2. Community Engagement

The Community Engagement team provides support to several areas of the Council Strategic Plan and key work areas of Community Empowerment Services. Some examples of the ongoing support and work undertaken by the team that will continue throughout 2023-24:

- Support to 72 Community Councils including through the recently re-established Community Councils Development Sessions. The sessions are an open forum for community councillors to network and share knowledge, skills and experience amongst themselves and with representatives from the Council family, Community Planning Partners and service providers Work is also ongoing in the development of or reestablishment of community councils in localities that currently don't have a community council;
- The establishment of a citywide community engagement group, building on work to support those shielding during the pandemic. During 2023, the group will facilitate community engagement for the 2023-27 GCPP Community Action Plan (more details in table below);
- The team leads on Equalities work, principally through the Glasgow Equalities Working Group, the Black & Minority Ethnic Task Group and the recently established Black Lives Matter/Slavery Legacy Cross Party Working Group to address the legacy of slavery in the city.

3. Grants and Initiatives

The Grants and Initiatives Team manages, administers, and monitors, the Council's Glasgow Communities Fund and the Children's Holiday Food Programme, working alongside other teams within Community Empowerment Services, across the Council, and with GCPP partners, third sector organisations and community groups citywide and at a local level.

The Glasgow Communities Fund provides grant funding to organisations to deliver high quality and much needed services to the citizens of Glasgow. Funding is allocated to meet the priorities of the Council and of Glasgow Community Planning Partnership. The Children's Holiday Food Programme ensures that children and young people receive nutritious food as part of other activities provided by third sector organisations during the school holiday periods. More details are provided in the table below.

4. Community Justice

The Community Justice team facilitates Community Justice Glasgow (CJG), a partnership of local and national partners as outlined in the Community Justice (Scotland) Act 2016, as well as third sector and victim support representation.

Partners collectively agreed CJG's vision, revised in 2023:

"We will reduce reoffending and the use of custody to the benefit of all Glasgow citizens."

The focus of Community Justice is on reducing reoffending, ensuring as people come in contact with the justice system, there is a co-ordinated approach, reducing the likelihood that they will offend again. The core CJG team was established in 2017, based in Eastgate, hosted by Glasgow City Council and supported collectively by partners. This team has responsibility for liaising with all partners to ensure effective communication, performance management, and adherence to legislative requirements. Shared responsibility underpins the community justice model in Glasgow, and ensures that the positive outcomes, connections, and good practice achieved by the former Glasgow Community Justice Authority are continually integrated. CJG reports to the Glasgow Community Planning Partnership and is embedded in the community planning structure.

B. Corporate Policy and Governance

The Corporate Policy and Governance function leads on the strategic policy, planning and governance functions of the Chief Executive Department. The role of the function is to lead and coordinate the delivery of the Grand Missions of the council, corporate strategies, initiatives and programmes that deliver on its commitments.

In doing this the function is responsible for ensuring the delivery of best value and our local code of governance.

Key activities include:

- leading the development of a council strategic plan to implement the council's Grand Challenges, supported by a governance and performance framework that ensures clear

accountability, tracks delivery, manages dependencies and informs the work of policy and scrutiny committees

- leading and contributing to a range of policies, programmes and initiatives that deliver the council's ambitions and commitments
- designing and implementing a governance framework to support the implementation of the council strategic plan, including a performance management framework and annual business planning for services and ALEOs
- ensuring that strategy development and its delivery is informed by risk management to support better decision making and future strategic planning
- leading and advising on significant engagement and consultation in the city on corporate issues, such as the budget and climate action, or issues emerging from the [council strategic plan](#)
- supporting consistent business continuity across the council family to ensure resilience in the operational delivery of services
- driving and supporting the council's approach to [Open Government](#)
- leading the development, engagement and co-ordination of delivery of the council's equality outcomes, ensuring equality is embedded in governance arrangements
- Nurturing and maintaining strong working relationships with local and national partner organisations, such as [COSLA](#), the [Scottish Government](#) and city partners, to anticipate issues and develop and deliver shared objectives.

C. Economic Development

Economic Development transferred into the Chief Executive's Department in April 2021.

Building on the work of the Glasgow City Region (GCR) Intelligence Hub in the development of the Regional Economic Strategy, the Glasgow Economic Strategy focuses on addressing three grand challenges:

- Enhancing Productivity
- Creating an Inclusive Economy
- The Climate Emergency

Economic Development is structured under a number of functional areas, each with responsibility for delivering elements of the Glasgow Economic Strategy 2022-2030:

1. Business Growth

By delivering a range of business support services - including Business Gateway - our team of experienced advisers help businesses start up and grow.

The team offers support to organisations at all stages in their life-cycle, from pre-start and pre-revenue, through to mature companies with high growth potential.

The Glasgow Business Growth Framework offers expert support across a range of areas and was developed in collaboration with the private, academic and third sectors. It provides access to a level of city-led support unrivalled in the UK

In addition, we provide a dedicated programme of capacity building support to the social enterprise sector, as well as the opportunity to support Co-operatives and businesses looking to transition to being employee-led.

The Business Growth team continues to offer dedicated advice to our key sectors, including Digital & Tech, Advanced Manufacturing & Engineering and the Creative Economy. The team has also launched a programme of Green Business Support, developed with industry and the Green Economy Unit, to support Glasgow businesses to reduce their carbon footprint and transition to net zero and climate resilience.

2. Digital Economy

The purpose of the Digital Economy function is to maximise the benefits of exploitation and leverage of digital technology to support a sustainable and growing economy. This comprises a number of aspects which are mutually supportive:

- Ensuring the city attracts and grows the required digital foundations including skills, innovation environment, connectivity and infrastructure
- Driving digital inclusion, including skills and accessibility
- Increasing numbers and growth of digital businesses
- Driving digital adoption and exploitation

3. Employment & Skills

The role of the team is to facilitate the design and delivery of integrated employability services in line with the national No One Left Behind agenda. This means working with partners to co-design, co-commission and monitor compliance of employability provision that supports those furthest from the labour market or experiencing in-work poverty.

The funding landscape for employability is changing. The 2023/24 programme consists of £15.9m funding. This is a combination of investment from the UK Shared Prosperity Fund, Scottish Government No One Left Behind, and core Council funding for the Glasgow Guarantee,

Economic Development also has responsibility for the management of the Local Employability Partnership (LEP) – the strategic employability partnership group for Glasgow, with accountability for directing investment of the employability budgets.

4. Green Economy

Economic Development works closely with partners and businesses to support the transition to and growth of a green economy. It looks to ensure that an inclusive and sustainable economy contributes to the city's Climate Plan and the delivery of its net zero carbon emissions target by 2030. Key aims of this approach are:

- To enable the city's businesses to take opportunities for generating and selling green goods and services and supporting decent jobs in the green economy.
- To engage with partners in key discussions around securing the huge investment needed to decarbonise the city and exploring associated models of finance, especially in relation to the built environment and transport.
- To bring a strong social justice element to all work in order to protect Glaswegian communities in the transition to a cleaner and greener economy and society.

Economic Development has invested in a new team within the service in recognition of how a net zero and climate resilient city requires a fundamental transformation of the economy. The principal programme for delivering this goal is the Glasgow Green Deal, which sets out a range of key challenges and a corresponding set of responses which look to bridge the gap between aspiration and action.

5. Innovation

Economic Development works with a range of key partners from the academic and business communities to support innovation in the city. This agenda looks to increase productivity, grow high value jobs and support inclusive growth through new products and processes, as well as new ways of working. It draws on Glasgow's rich history of invention, entrepreneurialism and collaboration and links with the two Innovation Districts established in Glasgow itself as well as the Glasgow City of Science & Innovation partnership.

The work of Economic Development on innovation is aimed at securing the following objectives:

- Enhance levels of venture capital and general R & D investment in identified growth sectors, such as space, life sciences, photonics and advanced manufacturing
- Stimulate new business development and growth across existing companies and emerging SMEs
- Bolster the visibility of Glasgow's 'innovation offer' domestically and internationally, ensuring that the city's reputation matches its capabilities
- Support the development of innovation clusters in the city which focus on key sectors and harness both local strengths and comparative advantage
- Address future skills needs with partners
- Enhance capacity for translational research leading to market opportunities from universities and businesses
- Bolster ecosystem connectedness for local businesses and entrepreneurs through a vibrant market square with international reach that enables learning, networking and ideas exchange
- Acquire and disseminate learning through working alongside two peer UK city-regions on an Innovation Accelerator programme.

6. Invest Glasgow

Invest Glasgow (IG) offers comprehensive business support and guidance, providing one point of contact to all businesses, property investors, developers or individual talent considering investing, setting up or expanding in the city.

IG are dedicated to encouraging and assisting investment while promoting the Glasgow metropolitan area as one of the most investor and business-friendly locations in the UK and Europe.

IG also comprises the Glasgow Film Office – established in 1997 to provide a "one stop shop" to support the logistical needs of film and television production. Working in close consultation with Council departments, local location owners and businesses the GFO guarantees that Glasgow maintains its position as a fully supportive and film friendly location.

D. Financial Inclusion and Transformation Team

The Financial Inclusion & Transformation Team currently undertakes a number of separate but integrated activities focused on addressing poverty in the city alongside the development and delivery of the whole system change required to do this in a sustainable and ongoing way.

1. Child Poverty

As part of the Child Poverty Scotland Act (2017), Glasgow City Council and the Health Board has a statutory duty to develop an annual Local Child Poverty Action Plan. The focus is to reduce child poverty through partnership across the Council, Health Board and Third Sector colleagues and drive forward transformational change.

The Financial Inclusion & Transformation Team works in partnership with other city partners to develop and shape both the strategic and operational responses which reduce child poverty and produces the annual joint Local Child Poverty Action Report.

Key priorities include:

- Working in partnership with Scottish Government, Local Authorities, Health Boards and other Community Planning Partners to develop actions and interventions that deliver on the Child Poverty Act set against the Child Poverty Framework;
- Monitoring progress in impact of actions in reducing poverty against framework indicators; and
- Produce an action report from Glasgow in conjunction with health colleagues (Fifth joint report due in October 2023).

The Financial Inclusion and Transformation Team leads on an innovative Child Poverty Pathfinder as part of the city's response to 'Best Start, Bright Futures' the national Child Poverty strategy. This brings together Scottish Government, Glasgow City Council (GCC), COSLA and the Improvement Service to integrate child poverty interventions and bring services together to prevent families from falling into crisis. The Pathfinder will deliver an 'at scale' exemplar of the No Wrong Door approach, demonstrating the benefit of whole system change, in line with the Christie Principles.

The Pathfinder will demonstrate that by connecting people to holistic, person-centred support, we can deliver significant benefits for families, organisations, and the city. In turn, this approach will identify better ways of working that can be applied more widely and result in more effective and efficient use of public resources.

Key to the Glasgow approach is system change and the Pathfinder is working to change the system itself, as well as help individuals navigate it. Practical work delivered through the Pathfinder will ensure that citizens can access support wherever they first present to 'the system'. However alongside this, it will also provide opportunities to work across Government to resolve strategic blockers experienced in the city which will likely be experienced elsewhere in the country.

2. Financial Inclusion

The Financial Inclusion function was established to work with city partners to develop an ambitious plan to address the impact of poverty in the city. It achieves this through a focus

on integration, policy planning, performance management, and working closely with service areas and third sector partners. The team are involved in:

- Delivering the Council's financial inclusion strategy;
- Taking a lead role in managing the impact of Covid recovery and the cost of living crisis;
- Managing and developing the financial inclusion contract;
- Developing the Council's commitment to ensuring that lived experience informs policy through the Poverty Leadership Panel;
- Lead on the strategy development for Glasgow's Helping Heroes
- Delivering on a range of test of change programmes that will consider new and innovative ways of working including the Addressing Pensioner Poverty Programme

3. Improving the Cancer Journey (ICJ)

Improving the Cancer Journey (ICJ) is the first supportive cancer service of its kind in the UK. It offers support to people affected by cancer (either their own or a family, friend or colleague's diagnosis) in the Glasgow city area. Using a Holistic Needs Assessment (HNA), the team work with citizens to jointly identify and subsequently address all physical, psychological, social, financial and practical needs.

4. Long Term Conditions and Macmillan Team (LTC)

The Long-Term Conditions and Macmillan Team (LTC) provide free, confidential advice and support to citizens of Glasgow affected by a Long-Term condition (or their carers). The service offers money advice and support that includes; debt advice, money management, benefit advice and housing issues.

5. Glasgow Helps

Glasgow Helps is a new city service, currently hosted within GCC. It supports citizens to connect to the right assistance, in the right place, at the right time. It recognises that often it is difficult and confusing to understand the volume, type and extent of support networks available and seeks to navigate these alongside the citizen. Using holistic conversations, it builds relationships and trust with citizens to create a joint understanding of needs, capabilities and aspiration. From there, Glasgow Helps identifies, secures and case manages agreed support pathways and referrals to provide both immediate assistance but also to build resilience for the future.

Glasgow Helps seeks to:

- Improve outcomes for citizens by using intelligent interrogation of data to proactively reach out and offer support;
- Place citizens at the heart of the service;
- Work in partnership to improve outcomes rather than outputs;
- Use citizen insight and feedback to inform and shape how the public and third sectors better design their services; and
- Inform whole system change by identifying the challenges in delivering its service and testing new ways of working.

E. Glasgow City Region Programme Management Office

The Glasgow City Region Programme Management Office (PMO), based in Glasgow but with secondees from across the Region, manages a series of strategies and programmes on behalf of the eight Clyde Valley member authorities (East Dunbartonshire, East Renfrewshire, Glasgow, Inverclyde, North Lanarkshire, Renfrewshire, South Lanarkshire and West Dunbartonshire) to support and protect the region's economy. Key among these programmes and initiatives are:

1. Regional Strategic Economic Planning

The PMO launched the [Regional Economic Strategy](#) in December 2021 demonstrating the Region's drive to have the most Innovative, Inclusive and Resilient economy in the UK by 2030. The strategy was developed with the eight member authorities and other government partners and agencies, with the drive to net zero as the backdrop to making the Region more prosperous for all.

The team also developed the Regional Economic Strategy Action Plan which was agreed in August 2022. The Plan sets out 12 key programmes and their high-level actions, including the ongoing delivery of the City Deal, which will support the Region's key economic challenges and ambitions.

2. Glasgow City Region City Deal

Eight neighbouring local authorities across Glasgow and the Clyde Valley secured one of the largest City Deals in the UK in 2014. The £1.13 billion [Glasgow City Region City Deal](#), the first of its kind in Scotland, will boost the city and the wider Region's economic competitiveness over the following 20 years. The City Deal is funding major infrastructure projects to create thousands of new jobs and assist many unemployed people back to work. The projects are also improving transport connectivity, driving business innovation and growth and leveraging billions of pounds of private sector investment.

A Programme Management Office, based in Glasgow as the Lead Authority, administers and manages the Programme of 21 projects. It liaises with the UK and Scottish Governments and other stakeholders and services Glasgow City Region City Deal Governance bodies. More information is available on the [City Deal website](#).

3. Regional Intelligence Hub

The Glasgow City Region Intelligence Hub provides a range of economic intelligence related services, including data analysis, policy research, economic modelling, and project evaluation for the City Region and the City Deal. The work covers a broad range of economic issues, amongst which are demographics, land use, sustainability, inward investment, tourism, transport, enterprise, skills, employment and housing. One of key functions of the Hub is to make the case for investment. This includes the recent production of the new Regional Economic Strategy and supporting the development of new programmes and projects within the Region. In doing so, the team is pioneering the use of new techniques and data sets to explore how the economy functions and how it can be improved.

F. Human Resources (HR), Organisational Development (OD), Job Evaluation, Health & Safety/Resilience

The Glasgow Family HR community including Organisational Development, Job Evaluation, Health & Safety and Resilience Team is organised to provide the most efficient professional service by making the best use of expertise and deliver a consistent policy approach.

We use a hub and spoke operating model, with central leadership in Chief Executive's department from the Head of Human Resources and a business partner framework based firmly in services/ALEOs. This model makes sure that the needs of each part of the organisation can be supported by teams working closely from within the business areas. A summary of each area is included below:

Corporate HR leads on policy development and governance across HR activities and provides professional advice to Elected Members. It provides strategic direction for Workforce Planning & Development, Equality Diversity & Inclusion and, Health and Wellbeing as well as managing the Corporate Modern Apprenticeship, Internship & Graduate Programmes to support the organisation make the best use of its employee resources.

The Job Evaluation team manage the current ongoing Job Evaluation activity across the organisation.

Organisational Development provides training and development frameworks and guidance to ensure the development of employees to meet the objectives of the Council.

Corporate Health and Safety provides policy and central frameworks which ensure that all statutory and regulatory H&S arrangements are effective across the council and the Resilience team plan for major incidents which could potentially occur within the city.

Strategic HR CE/FS builds and maintains reliable and flexible HR and people management frameworks with Chief Executive's and Financial Services, providing expert HR advice and guidance which supports and develops managers and staff to deliver better services and meet the Council's objectives. Service reforms, workforce planning, resourcing, organisation design and development, equalities and industrial relations are some of the main accountabilities of this team.

G. Legal and Administration Services

Legal and Administration Services is a broad ranging service that covers a number of areas including support to the Council's decision-making process and ensuring that legislative requirements are met so that the interests of the Council are safeguarded. There are 3 key sections within Legal and Administration:

1. Licensing and Democratic Services, which comprises of

a) Members Support Services

This team provides administrative, secretarial and policy support to elected members as they undertake duties associated with their roles as councillors and civic representatives.

Support is also given to the political group offices of the Administration, the Official Opposition and other opposition groups.

The Leader of the Council and the Lord Provost receive support from their respective private offices.

b) Committee Services

This team is responsible for arranging and supporting all meetings of the Council, its committees and decision-making processes, including community planning partnerships and for updating the council's governance documents such as the standing orders and scheme of delegated functions. It is also responsible for the administration of elected member working groups, the Children's Panel, trust meetings and City Deal meetings.

c) Election Office

This team is responsible for the overall planning, co-ordination and delivery of elections and referenda on behalf of the Returning Officer. In addition, the election office will provide services to the various stakeholders, including voters, candidates, agents, and political parties.

d) Licensing and Public Processions

The Council has a legal duty to act as Licensing Authority for Glasgow, regulating a range of different activities and business sectors including taxis and private hire cars, houses in multiple occupation, street trading and public entertainment. The licensing team is responsible for the processing of licence applications, including carrying out statutory consultations and for the development of licensing policy. The licensing section is also responsible for the licensing and regulation of the sale of alcohol and gambling activity carried out in premises, and for providing legal advice and administrative support to the council's Licensing and Regulatory Committee and the Licensing Board. It also administers the notification process for public processions.

2. Legal Services, which comprises of:

a) Litigation and Registration Service

Litigation

This team provides a range of legal advice to the Council Family on all aspects of civil litigation, including arranging representation at courts and tribunals throughout Scotland and the UK as required. Whether pursuing or defending court actions, subject areas include: commercial and procurement challenges; debt recovery; education; employment and equal pay; fatal accident inquiries; personal injury and property issues; social work (children and families, adults – mental health and incapacity); and all statutory appeals and litigation related matters relevant to local authority decisions.

Registrars

This is a statutory service which is responsible for the registration of Births, Stillbirths, Deaths, Marriages and civil partnerships. It is also responsible for the preparation and issue of all extracts held within these registers (with the exception of Stillbirths) and for conducting Civil Marriages and Civil Partnerships either within our own council premises or at venues

throughout the city. Other enhanced services include delivering British Citizenship Ceremonies on behalf of the Home Office; conducting non statutory ceremonies in response to customer demand i.e. Renewal of Vows and Baby Naming and managing and running the Family History Centre based within the Mitchell Library. The service has a number of partnership working arrangements that include Glasgow Life (Libraries and Archives), Department of Work and Pensions (Tell Us Once), Social Work Services (Family Finding), NHS Greater Glasgow and Clyde (remote Death registrations), National Records Office for Scotland (Legislative Body for Registration in Scotland) and the Home Office and Immigration Service (British Citizenships and Marriage Referrals).

b) Corporate and Property Law

This team provides legal advice and assistance to Council departments, ALEOs and the Strathclyde Pension Fund across a wide range of matters.

Current major projects and initiatives include the Buchanan Galleries Tax Incremental Finance scheme, Council Family Review, Cycling World Championships 2023, UEFA 2028 bid, future of ICT option appraisal, replacement of strategic payroll and payments system, Empty Homes, Glasgow Alliance to End Homelessness, City Deal infrastructure projects, Glasgow Health and Social Care Partnership, Glasgow Recycling and Renewable Energy Centre, Climate and Sustainability projects, Kelvin Hall Redevelopment, Sighthill and other Transformation Regeneration Areas, Strathclyde Pension Fund investments, as well as emerging projects such as the recently announced Clyde Metro Project, and the National Care Service for Scotland.

At a business-as-usual level our team helps to deliver advice on a range of issues including: ALEO and corporate governance, construction, corporate asset management, corporate procurement and social care commissioning, economic regeneration, education, Freedom of Information/Data Protection, information technology, intellectual property, pensions, planning, property matters (including common good, disposals, acquisitions, compulsory purchase orders, leases and associated work with the Council's investment property portfolio for City Property), roads maintenance and traffic regulation, subsidy control, and sustainability.

c) Information and Data Protection Team

This team deals with freedom of information, environmental information and subject access requests received by the Council. The team handles over 3,000 freedom of information and environmental information requests each year. Requests can be received for any recorded information held across the whole Council. The team also handles several hundred subject access requests from individuals who are seeking copies of the personal data that the Council holds about them. Strict statutory deadlines must be met for every request.

3. Corporate Procurement Unit (CPU)

The Council currently has a commercial spend profile of £665m relating to the procurement of goods, services and works. This increases to £807m across the entire Council family and is split into 65 commodities.

The CPU manage 48 of the 65 commodities and influence approximately £286m of the £665m commercial spend. The HSCP is responsible for the procurement of care related commodities which covers approximately £290m of the commercial value.

In local government, procurement is governed by a legislative framework. The CPU and the HSCP aim to ensure that any procurement activity undertaken on behalf of the Council complies with the requirements of the *Legal Framework and meets its *statutory reporting and procurement duties to support national and local policies.

The CPU and HSCP support delivery of the Council's Sustainable Procurement Strategy (Strategy), which received approval from the City Administration Committee at its meeting on 16th March 2023 following consideration and review by the Wellbeing, Equalities, Communities, Culture and Engagement City Policy Committee at its meeting held on 2 March 2023.

The Strategy has been developed, as required by section 15 of the Procurement Reform Scotland Act 2014, to support the council's challenges, missions and commitments, as set out in the council's Strategic Plan 2022-2027 (Plan). It sets out the vision, objectives and actions which will direct and govern procurement activities for this council for 2023 to 2027. These reflect both national and local policies and priorities and the council's approach to ensuring contracted suppliers undertake fair working practices and provide wider social-economic and environmental benefits to the local area and community via the delivery of community benefit outcomes.

The Strategy continues to drive the importance of ethical, open, transparent, non-discriminatory and sustainable procurement within Council tenders, contracts and supply chains. The procurement teams will continue to utilise the council's commercial spend to shape, encourage and influence innovation and aim to increase opportunities for Small and Medium sized Enterprises (SME's), Supported Businesses, Co-operatives and Third Sector organisations.

The vision, objectives and actions within the Strategy recognise the current budget restraints. In addition, it recognises the climate change challenge, which is evidenced within the Strategy Action Plan and shows that 50% of the actions are dedicated to support the delivery of sustainable outcomes, in particular the council's ambitious target to be net zero by 2030.

The Strategy focuses on six key Strategic Objectives, as set out below:

1. Support the Council's Net Zero, Ecological and Adaptation Ambitions
2. Provide Effective and Efficient Procurement for our Stakeholders
3. Shape and Drive Innovation
4. Support Local Wealth Building and Economic Growth
5. Procurement to be a Strategic Partner for Council Services
6. Support the Council Financial Challenges

The Strategy will be delivered via a comprehensive action plan. The performance against the action plan will be reported to and monitored, bi-annually, by the Contracts and Property Committee. Progress and will also be overseen by two officer groups; the Procurement Advisory Board (chaired by the Director of Legal and Administration Services) which is held

every 8 weeks; and to the Corporate Procurement Asset Board (with representation from across the council family) and which is held quarterly.

Section 18 of the Procurement Reform Scotland Act 2014 also requires a contracting authority to publish an Annual Procurement Report (APR). The APR monitors the authority's regulated procurement activities against delivery of its Procurement Strategy and should be published as soon as is reasonably practicable after the end of its financial year. Regulated procurement relates to services and goods contracts >£50k and works >£2m. The APR will be reported to the Contracts and Property Committee for noting and then sent to the Scottish ministers in accordance with the requirements of the Act.

The Strategy and Action Plan will be reviewed, as part of the performance monitoring activity, to reflect legislative changes and the evolution of the council's Strategic Plan 2022-2027.

The Council's [Community Benefits Policy](#) demonstrates the Council's commitment to maximising Community Benefits from procurement activity. From implementation of the Council's Corporate Procurement and Commercial Improvement Strategy 2018-2022 the Council has achieved the following Community Benefit Outcomes:

- Skills and Training – 478 outcomes delivered
- Supply chain Development – 116 outcomes delivered
- Community engagement – 367 outcomes delivered
- Industry recognised qualifications – 175 outcomes delivered

H. Strategic Information, Innovation & Technology

Glasgow City Council agreed a seven-year contract with the Canadian multi-national ICT provider, CGI Ltd, commencing April 2018 for the provision of ICT services to the authority. The contract provides a comprehensive service covering the delivery of all aspects of ICT provision. The Council made the decision to support the contract by the creation of a new "intelligent client" function within the Chief Executive's department.

The Strategic Information, Innovation and Technology (SIIT) team is the Council's intelligent client and provides strategic IT direction and co-ordination of ICT activity across the Council Family, and manages the contract and the delivery and performance of services by CGI.

SIIT operates across the following areas:

- Technology
- Business intelligence
- Information management and governance
- Business partnerships and analysis
- Project management
- Service management

Each area provides a specific focus that ensures the Council exploits the use of digital technologies to enable and underpin delivery of strategic objectives across the Council Family and to ensure the best and most efficient service for the Council, citizens, businesses and visitors.

In technology, the success of the relationship the Council has with CGI and the realisation of transformational change starts with appropriately capable and secure technologies being in place. These foundations ensure that the work carried out by the innovation and business intelligence towers can be properly facilitated. A robust, flexible, and secure infrastructure is essential for ongoing service delivery and business change.

Data is created, modified, stored, shared and deleted across the Council on a daily basis. Everything we do is underpinned by the use of data. From our interactions with citizens, to how we forecast and plan our services, data is key. Business Intelligence gives us the opportunity to turn data into something meaningful that can help us focus our resources to achieve better outcomes across the city. Our strategy is to improve our use of data and deliver capability that allows the Council Family, citizens and third parties to make informed decisions.

The Information Management team is responsible for management of the Council Family's information governance framework and information architecture and also provides a support service for information managers and their local teams. The team ensures both information governance and legal compliance and looks at ways for the Council to improve its information management services.

The Business Partner (BP) network is essential to ensuring that the voice of Services and ALEOs is heard across SIIT and wider, into CGI. IT. Each part of the Council Family has a BP who is key in understanding the role digital technologies play in the delivery of services as well as having an understanding of the strategic direction of Service/ ALEOs that can help predict digital technology planning and use.

The [Digital Glasgow Strategy](#) sets out Glasgow's plans to embrace digital opportunities. It acknowledges the challenges we face as a city as a result of the disruption that technology can bring to our economy. The Digital Glasgow strategy is managed by SIIT and by the Council's Chief Digital Officer who is a member of the SIIT leadership team.

With the current ICT contract due to expire in March 2025, a key focus for the SIIT Team is the Future of ICT project that is developing options for the future provision of ICT services to the Council Family.

I. Strategic Partnership and Communication

1. The Public Relations Office

The Public Relations Office's role is to maintain a positive image of Glasgow City Council and to enhance the Council's reputation by ensuring a consistent, proactive and high quality approach to public relations. As part of this, staff provide a 24/7 media response service, dealing with thousands of inquiries every year and covering all aspects of Council policy and all issues directly affecting or involving the Council.

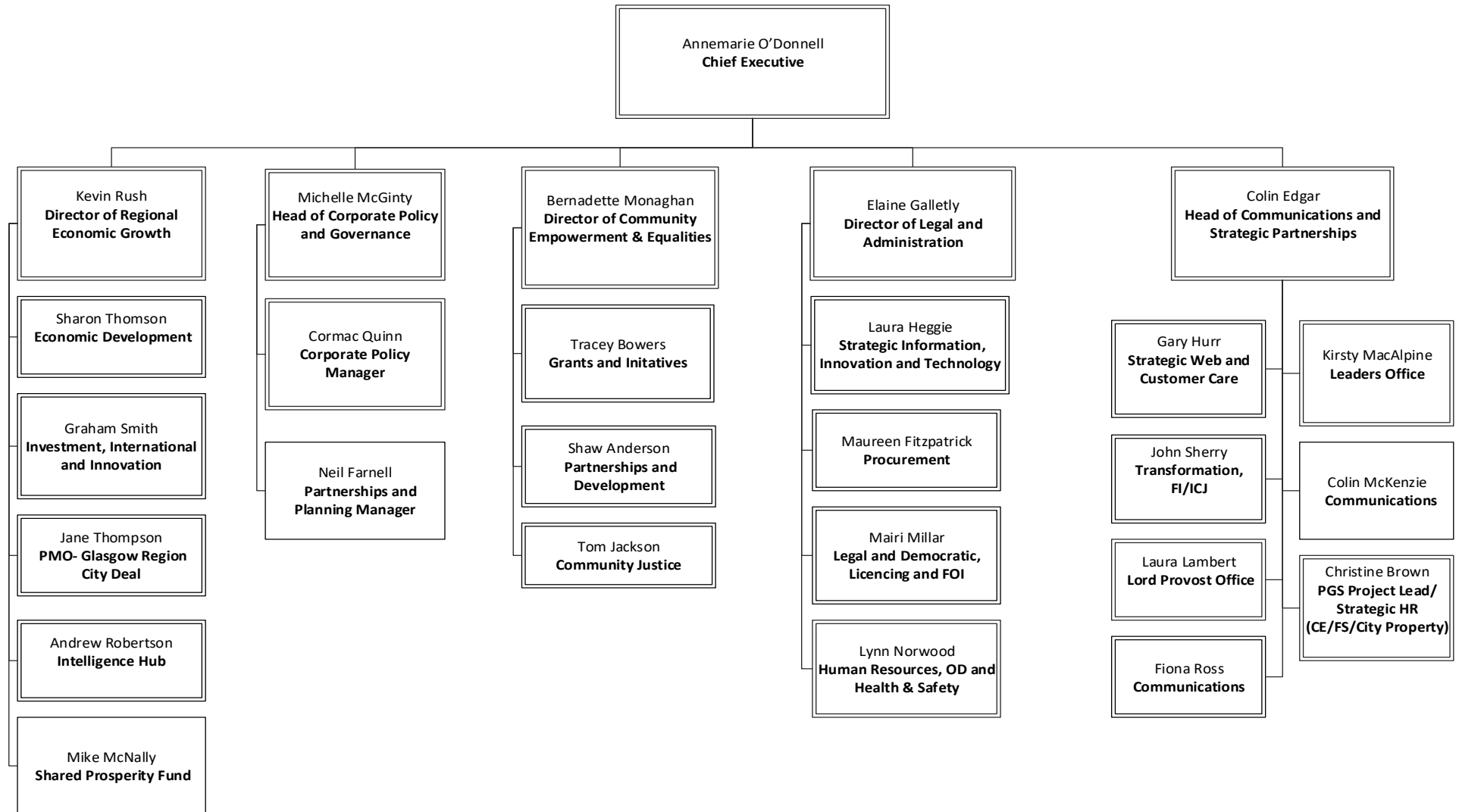
2. The Leader's Office

The Leader's Office provides policy support and advice to the Leader of the Council and the Council administration. It is the principal liaison between the Leader and the various Council Services and ALEOs; and manages all aspects of the Leader of the Council's official business, both internal and external to the Council.

3. The Lord Provost and International Office

The Lord Provost and International Office has three primary areas of activity. This involves Civic Programmes, including events and support to the Lord Provost. It hosts the Office of the Lieutenancy which includes supporting the honours process and royal visits to the city as well as liaison with HM Armed Forces and Remembrance Sunday. The Office is also responsible for the Council's Twin Cities & international delegation Programme.

Chief Executive Department: Organisational Structure (as at April 2023)



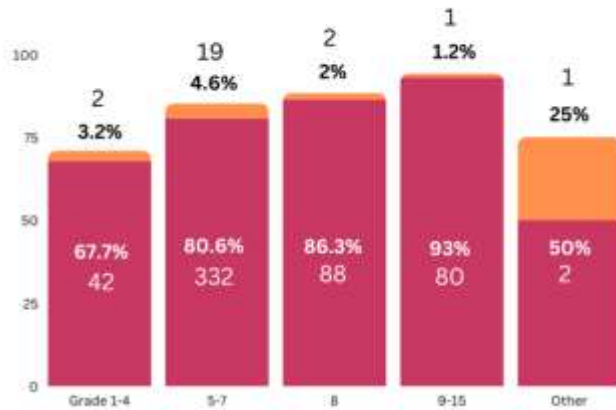
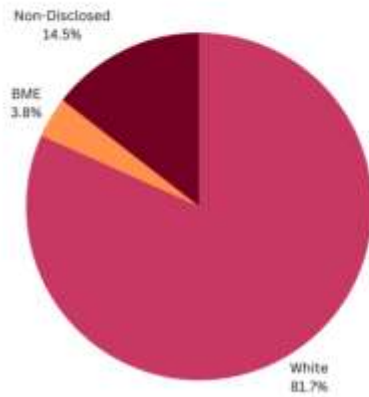
Chief Executive's Department Staffing

The Department's staff number is now 666. The images below provide an overview of our staffing by gender, ethnicity and disability by grade as at 31st March 2023.

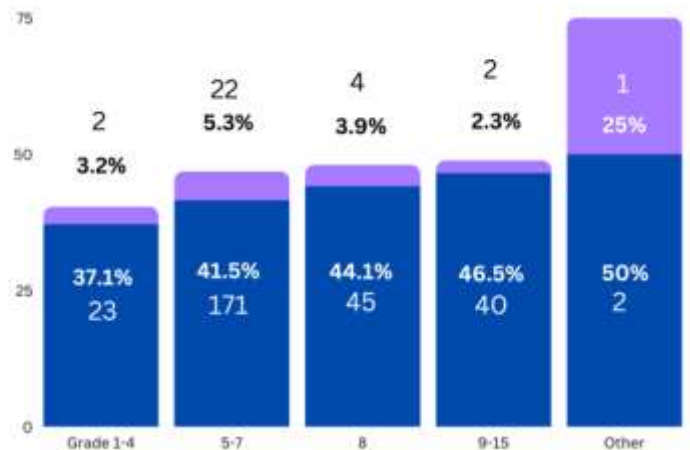
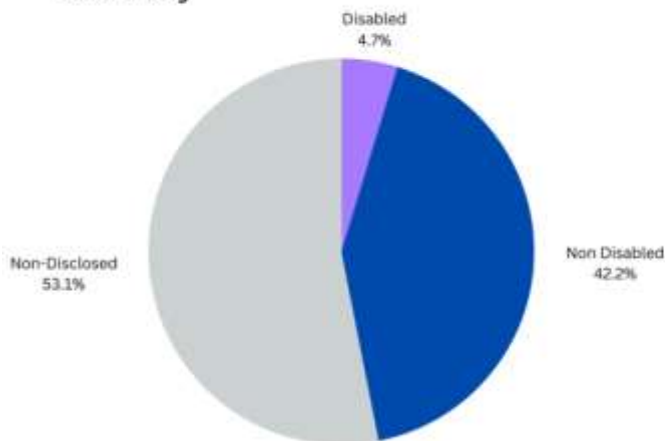
Gender



Ethnicity



Disability



Financial resources: Budget

This section summarises the Chief Executive's Department's budget for 2022/23 and 2023/24. The approved budget is shown below:

2022-23 Approved Net Expenditure Budget	2023-24 Approved Net Expenditure Budget
64,177,600	55,732,500

2022/23 Budget (£)	Expenditure	2023/24 Budget (£)
5,199,800	Human Resources	5,794,600
2,252,800	Procurement	2,737,800
23,772,500	Community Empowerment Services	23,973,100
10,991,600	Legal and Administration	10,735,400
6,190,400	Chief Executive's Office	5,607,500
4,460,100	Transformation and Financial Inclusion	6,781,600
47,130,000	ICT	48,595,800
18,966,600	Economic Development	18,511,100
118,963,800	Direct Departmental Expenditure	122,736,900
-36,164,700	Central Charges	-47,205,500
82,799,100	Total Expenditure	75,531,400
	Income	
677,800	Human Resources	933,100
1,037,800	Procurement	1,061,300
961,300	Community Empowerment Services	884,000
5,453,500	Legal and Administration	6,036,100
413,400	Chief Executive's Office	560,700
804,700	Transformation and Financial Inclusion	634,800
8,215,200	ICT	8,131,100
1,057,800	Economic Development	1,557,800
18,621,500	Direct Departmental Income	19,798,900
64,177,600	Net expenditure	55,732,500

Subjective Analysis

2022/23		2023/24
Budget (£)	Expenditure	Budget (£)
39,772,400	Employee Costs	42,346,000
388,100	Premises Costs	388,100
43,700	Transport and plant	40,700
11,863,500	Supplies and services	10,812,000
37,138,700	Third party payments	37,283,800
30,448,400	Transfer payments	32,471,100
-691,000	Transfer to capital	-604,800
118,963,800	Direct Departmental Expenditure	122,736,900
-36,164,700	Central Charges	-47,205,500
82,799,100	Total Expenditure	75,531,400

2022/23 Final	
Outturn	£m
Net Expenditure	-
Estimate	-
Variance	-

2022/23 Outturn Position

The Outturn position to be reported to the City Administration Committee in June 2023.

The published version of this report will include the final Outturn position.

Section 2 – How the Service will meet its Commitments

The Chief Executive's Department has a pivotal role in leading, supporting and communicating the Grand Challenges and associated missions identified in [Council Strategic Plan 2022-2027](#) was published in November 2022.

Our Strategic Plan puts the challenges and aspirations of Glaswegians at the heart of every council decision. It will shape our response to the cost-of-living crisis, the climate emergency and pressures on public services, as well as increasing the prosperity and wellbeing of citizens. It will also ensure that citizens are central to how we take decisions.

Setting out four key challenges and more than 230 commitments on how all council services will help address, the Plan will support and deliver on the city's main priorities.

The four Grand Challenges have been identified as:

- Reduce poverty and inequality in our communities
- Increase opportunity and prosperity for all our citizens
- Fight the climate emergency in a just transition to a net zero Glasgow
- Enable staff to deliver essential services in a sustainable, innovative, and efficient way for our communities.

The plan outlines Missions which cover ambitious aims including ending child poverty, improving the health and wellbeing of local communities, supporting residents into sustainable and fair work, delivering sustainable transport, becoming a net zero carbon city by 2030, creating safe, clean, and thriving neighbourhoods, raising attainment amongst children and young people, and running an open, well governed council in partnership with all our communities.

Glasgow City Council will revisit the plan annually to ensure it remains fit for purpose and to update commitments in line with changing circumstances.

The final update on the previous Strategic Plan 2017-22 was presented to [Committee in October 2022](#).

Strategic Plan Reporting 2022-27

In view of the focus on the new Council Strategic Plan and the Council's response to the motion on the [Cost of Living](#) crisis in June 2022; and as agreed by the Operational Performance and Scrutiny Delivery Committee (OPDSC) in [November the Strategic Plan](#); has been reported initially through a cost of living lens in order to ensure that any new activity initiated or prioritised as a response to the Cost of Living crisis can be reflected in performance reporting .

The Chief Executive Department, reported the Operational Performance and Scrutiny Delivery Committee (OPDSC) on [Strategic Plan progress in January 2023](#) on some of the joint work around addressing Grand Challenge Grand Challenge 1: Reduce poverty and inequality in our communities.

Mission 1: End child poverty in our city using early intervention to support families.

There was also a further update to OPDSC in [April 2023](#) on Grand Challenge 4: Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities, focusing in particular on Mission 2 and 3, and the Commitments undertaken to deliver them:

Mission 2: Run an open, well governed council in partnership with all our communities

Mission 3: Enable staff to deliver a sustainable and innovative council structure that delivers value for money.

The planned annual review of the Strategic Plan will be conducted over the summer of 2023; to ensure that the Plan and its commitments continues to provide a strategic focus on delivery; in light of both recent budgetary considerations; and in order to take account of emerging cost of living responses. Following this review a comprehensive workplan schedule will be prepared in conjunction with OPDSC to ensure that the priority areas identified in the review are addressed at scrutiny over the course of 2023/24.

Community Planning and Community Empowerment Services

The table below highlights activities undertaken by the Community Empowerment Service that have a clear linkage between the Council's 2022-27 Strategic Plan commitments and the Glasgow Community Plan.

Further evidence of the linkage is illustrated that for each of the Community Plan's three focus areas, with sub themes, have a commonality at least one of the Strategic Plans' Challenges/ Missions

- Economic Growth
 - Skills for All (Grand Challenge 2: Mission 1 & 3)
 - Raising Health (Grand Challenge 1: Mission 3)
 - Linking Education to Employment Opportunities (Grand Challenge 2: Mission 1 & 3)
- Resilient and Empowered Communities
 - Placemaking (Grand Challenge 3: Mission 2; Grand Challenge 4: Mission 2)
 - Locality Planning (Grand Challenge 4: Mission 1)
- A Fairer More Equal Glasgow
 - Attitudes to Poverty
 - Child Poverty (Grand Challenge 1: Mission 1)
 - Participation (Grand Challenge 4: Mission 2)
 - Work and Worth (Grand Challenge 2: Mission 1; Grand Challenge 4: Mission 3)

The Community Plan also identified Transport (Grand Challenge 3: Mission 1) and Childcare as priority areas and Inclusive Growth as the plan's key objective.

The GCPP also has responsibility for:

- taking forward the work and recommendations of the Social Recovery Taskforce that was established in response to Covid-19, including the development of a refreshed Glasgow Community Plan and associated Community Action Plan (more details below);
- the effective delivery of Community Learning and Development three year service plans and annual action plans and continues;
- to work in neighbourhoods through the Thriving Places initiative, utilising the framework of locality plans which have agreed priorities and associated improvement plans. As mentioned earlier, an additional locality plan is being developed in Castlemilk in response to a participation request.
- to review annually and report publicly on progress towards the Glasgow Community Plan and the Locality Plans; and keep the continued suitability of these plans under review.

Resilient and Empowered Neighbourhoods	
Community Plan Priority	Actions 2023-24
<p>Participatory Budgeting /Participatory Democracy</p> <p>Community Plan Focus Area/Sub Theme: Resilient and Empowered Communities: Placemaking A Fairer, More Equal Glasgow: Participation.</p> <p>2022-27 GCC Strategic Plan Challenge/Mission: Grand Challenge 4 Mission 2: Run an open, well governed Council in partnership with all our communities – Commitments 1-2; 5-6.</p>	<p>The commitment to expand participatory budgeting has seen progress over the past 12 months- giving local people more of a say in how budgets are spent, and services delivered in their neighbourhoods.</p> <p>Participatory Democracy was agreed upon by GCCPP Strategic Partnership as a guiding principle in the new model of Area Partnerships, reflecting a change of emphasis in this area. Working with the Centre for Civic Innovation within NRS, a model for engaging citizens is being developed that will support the allocation by Area Partnerships of a £23m Neighbourhood Infrastructure Improvement Fund. A series of workshops have been held involving staff from across the Council family, with the Calton and Greater Pollok Area Partnerships, where the model is being piloted, and with local citizens in those wards. A high level system has been developed and work continues to identify the components necessary at each stage to ensure local people are able to take part effectively and Area Partnerships receive information that supports informed decision making.</p> <p>Final recommendations on how the engagement system can be rolled out across the city will be made in May 2023 with the intention that it will be rolled out to the 23 Area Partnerships from June 2023. The model would be able to be used for other engagements, including further participatory budgeting exercises.</p> <p>Such examples demonstrate the commitment to and progress in further embedding Participatory Budgeting and Democracy in our local communities.</p>
<p>2023-27 GCPP Community Action Plan</p> <p>Community Plan Focus Area/Sub Theme: Economic Growth: ALL Resilient and Empowered Communities: Locality Planning A Fairer, More Equal Glasgow: Child Poverty; Participation.</p>	<p>Following the conclusion of the work undertaken by 12 Social Recovery Taskforce (SRT) workstreams to assist Glasgow’s recovery after the COVID pandemic, the Glasgow Community Planning Partnership (GCPP) agreed to the development of a 2023-27 Community Action Plan (CAP) that would include both the priorities identified within the 2017-27 Glasgow Community Plan and the work of the SRT workstreams, underpinned by Community Learning and Development (CLD).</p> <p>The 2023-27 CAP will be a rolling action plan with the initial 18 month action plan prioritising 4-5 SRT thematic areas, with CLD actions cross cutting these themes, where applicable. The CAP will take a tiered approach as follows:</p> <ul style="list-style-type: none"> • Top Tier – the three 2017-27 Community Plan focus areas, each with their sub themes;

Resilient and Empowered Neighbourhoods	
Community Plan Priority	Actions 2023-24
<p>2022-27 GCC Strategic Plan Challenge/Mission: Grand Challenge 1 Mission 1: End child poverty in our city using early intervention to support families; Mission 3: Improve the health and wellbeing of our local communities;</p> <p>Grand Challenge 2 Mission 1: Support Glasgow residents into sustainable and fair work</p> <p>Grand Challenge 4 Mission 1: Create Safe, clean and thriving neighbourhoods</p>	<ul style="list-style-type: none"> • Middle Tier – 2023-25 CAP priorities based on 4/5 SRT workstreams, including one equalities/community of interest, with actions linked to Community Plan focus areas. <p>Top/Middle tiers will be underpinned by Community Learning and Development priorities/actions and cross cutting Glasgow policies.</p> <ul style="list-style-type: none"> • Lower Tier – Individual CAP actions <p>The CAP will have a Performance Management Framework (PMF) accompanying it with the aim being for each of the CAP actions to have its own performance indicators/outcomes/targets as will each of the top/middle tiers. The PMF will outline how progress will be measured by including performance outcomes and targets, that will be regularly updated and reported on whilst enabling public access to the performance information. Currently Community Plan performance information/data is accessible on CAP website but the performance information for the 2023-27 CAP will be on a performance portal within a new GCPP website.</p> <p>The CAP timetable is that a first draft of the 2023-27 will be submitted to the GCPP's Executive Group in June 2023 with the 2023-27 CAP being submitted for approved by the GCPP Strategic Partnership and Glasgow Community Learning and Development Strategic Partnership in September 2023.</p> <p>There will be a period of partner engagement after the GCPP Executive Group meeting and a period of community engagement following sign off by GCPPSP/GCLDSP with the CAP updated subsequently dependent on the engagement. The timetable for completing both the community engagement and the PMF, including having a publicly accessible Performance Portal, is the end of 2023.</p>
<p>Delivery of a Fairer, More Equal Glasgow</p> <p>Community Plan Focus Area/Sub Theme: Economic Growth: ALL</p>	<p>Disabled people and BME communities have been disproportionately impacted by the covid pandemic in terms of increased levels of exposure to the virus and the severity of outcomes once they had contracted it.</p> <p>In recognition of these inequalities, the Social Recovery Taskforce (SRT) was comprised of workstreams, led by representative advocacy groups including the Glasgow Disability Alliance (GDA) and the BME Taskforce Group.</p> <p>1 of the 4 Participatory Budgeting pilots focused on BME communities specifically, with an overarching aim of reducing poverty and inequality. This was facilitated through establishing Citizen's Panels, helping to build</p>

Resilient and Empowered Neighbourhoods	
Community Plan Priority	Actions 2023-24
<p>Resilient and Empowered Communities: ALL A Fairer, More Equal Glasgow: ALL</p> <p>2022-27 GCC Strategic Plan Challenge/Mission: Grand Challenge 1 Mission 3: Improve the health and wellbeing of our local communities;</p> <p>Grand Challenge 2 Mission 1: Support Glasgow residents into sustainable and fair work</p> <p>Grand Challenge 4 Mission 1: Create Safe, clean and thriving neighbourhoods; Mission 2: Run an open, well governed Council in partnership with all our communities – Commitment 4,6,8,13,15 etc</p>	<p>capacity, increase engagement within disadvantaged communities whilst signifying the wider move towards Participatory Democracy at the local level. A strong commitment to inclusive and accessible participatory budgeting was also demonstrated with Glasgow Disability Alliance (GDA) supporting disabled people to participate fully.</p> <p>In addition, the SRT worked with the Coalition for Racial Equality and Rights (CRER) and the Glasgow Centre for Population Health (GCPH) who produced a micro briefing report on the disproportionate effects of covid on BME communities. Recommendations from this report are being looked across the council family.</p> <p>Housing is a key area in which inequality leads to poorer health and environmental outcomes across Glasgow. Several actions have been taken in line to tackle rogue landlords in the private rented sector, in partnership with the Scottish Government through the development of Enhanced Enforcement Areas (EEA).</p> <p>Successful actions include extending an EEA to 18 blocks of tenements in Govanhill. Although further EEAs are unlikely to be designated in Scotland, through successful lobbying, Scottish Government legislation now enables local authorities to request “prescribed information” from private landlords. Failure to provide it can result in further action can be taken.</p> <p>Another specific action was for the council to consider an enforcement project team to work with Registered Social Landlords on areas with tenemental housing stock. Following deliberation, such an enforcement team has now been established.</p> <p>Also recognised was the need to learn lessons from the whole-community strategy for Govanhill and extend and adapt this approach for other areas of Glasgow facing similar challenges. These powers, alongside the insight gained, can be used to improve housing stock and tackle housing inequalities as identified by the Housing Partnership Initiative Areas (HPIA).</p> <p>As part of the ongoing response to the issues raised by the Black Lives Matter movement, progress has been made in the form of a report titled Glasgow, Slavery and Atlantic Commerce: An Audit of Historic Connections and Modern Legacies, published in March 2022. This report is extensive and makes no prescriptions on the</p>

Resilient and Empowered Neighbourhoods	
Community Plan Priority	Actions 2023-24
	<p>next steps in addressing these legacies - which shall be made by citizens - in the form of future discussions and consultations on the matter.</p> <p>A cross party working group was created, with members from across the heritage, academic, museum and culture and community activists' sector. The group learned from work in Bristol and Liverpool and carried out some community conversations targeted at the BME community which showed a need for education and more engagement. A wider consultation is online during April 2023, using the engagement tool CONSUL. This will determine whether any further action is required in terms of information about statues and street names. The conversation also asks what we should do about modern day racism.</p>
<p>Glasgow Communities Fund Support and Monitoring</p> <p>Community Plan Focus Area/Sub Theme: Economic Growth: ALL A Fairer, More Equal Glasgow: Child Poverty; Participation.</p> <p>2022-27 GCC Strategic Plan Challenge/Mission: Grand Challenge 1 Mission 1: End child poverty in our city using early intervention to support families; Mission 3: Improve the health and wellbeing of our local communities; Mission 4: Support Glasgow to be a city that is active and culturally vibrant.</p>	<p>Phase 1 of the Glasgow Communities Fund ended on 31 March 2023. The final Annual Monitoring survey will be issued to all Phase 1 recipients in mid-April 2023 - this will include a link to a Service Satisfaction Survey covering the performance of the Grants Team.</p> <p>The approach to implementing Phase 2 of the Glasgow Communities Fund (GCF), was supported by an operational framework that incorporated learning from the Glasgow Communities Fund Phase 1 and from the Ipsos Mori Review, as approved by CAC on 4 August 2022. Phase 2 of the Fund will run from 1 April 2023 to 31 March 2026.</p> <p>Recommendations from the GCF Phase 2 were approved as follows-</p> <ul style="list-style-type: none"> • City-wide programme - CAC on 12 January 2023 • North West Sector programme – North West Sector Partnership on 19 January 2023 • North East Sector programme – North East Sector Partnership on 19 January 2023 • South Sector programme – South Sector Partnership on 20 January 2023 <p>Award letters were issued to all successful applicants on 31 January and feedback was provided to all unsuccessful applicants on 28 February 2023. A network of capacity building support has been developed to assist both unsuccessful and successful Fund applicants. Phase 2 of the programme is effective from 1 April 2023.</p>

Resilient and Empowered Neighbourhoods	
Community Plan Priority	Actions 2023-24
<p>Grand Challenge 2 Mission 3: Raise attainment amongst Glasgow's Children and Young People.</p> <p>Grand Challenge 4 Mission 2: Run an open, well governed Council in partnership with all our communities – Commitment 3</p>	<p>The Performance Monitoring Framework for GCF Phase 2 will be developed in consultation with strategic lead partners from across the Council family and with grant recipients. The indicative timescales for the Performance Monitoring Framework being signed off are August 2023.</p> <p>The Council has committed to reviewing the approach to GCF 2 to explore and identify potential improvements that can be used as in any future phase of the GCF. The scope and outline of the review is being developed - the indicative timescales for the first stage of the review are April – October.</p> <p>It is expected that the approach to the Children's Holiday Food and Activity programme from Summer 2023 will be aligned to the Scottish Government's School Age Childcare Strategy. Publication of the Strategy has been delayed therefore interim arrangements for the Summer 2023 programme are currently being developed.</p>
<p>Facilitate Glasgow Community Planning Partnership's (GCPP) activities at a citywide and community level.</p> <p>Community Plan Focus Area/Sub Theme: Resilient and Empowered Communities: ALL A Fairer, More Equal Glasgow: Participation.</p> <p>2022-27 GCC Strategic Plan Challenge/Mission: Grand Challenge 4 Mission 1: Create Safe, clean and thriving neighbourhoods;</p>	<p>There has been progress in the development of additional Locality Plans. In response to a participation request, a new locality plan is being developed for Castlemilk. The results of community engagement in the area are being analysed with a local action plan to be developed in May/June 2023 to reflect the views and aspirations of local people.</p> <p>The ten year Thriving Places programme is coming to an end and work will be undertaken in 2023/24 to gather learning from the programme and bring forward recommendations for 2024/25 onwards.</p> <p>Before the re-establishment of the Community Councils Development Sessions, a Community Council Social Recovery Group was set up in September 2021 to support the operational recovery of community councils and enable meetings to resume, either virtually, through a hybrid model or online. The Group held several meetings during 2021/22 and led to successful online Community Council Development Session which took place on 1 March 2022, focused on the topic of Participation Requests. This adoption of online/ hybrid meetings in future could increase the participation in and accessibility of Communities participating effectively in activities at a citywide and community level.</p>

Resilient and Empowered Neighbourhoods

Community Plan Priority

Actions 2023-24

Grand Challenge 4
Mission 2: Run an open, well
governed Council in partnership
with all our communities –
Commitment 3

Revenue and Capital Budget Change

The pace and scale of reform of our services enables us to respond to the current and future service and financial challenges.

The Chief Executive's Department has a net Budget Change of £2.464 million all due to savings.

The department will achieve its savings target by:

- maximising our income where appropriate.
- flexible retirement
- service reform

A summary of the budget strands to be delivered within the Chief Executive's Department are included below in the coming year.

Service Budget Change Summary 2023-2024

Revenue Budget Change Summary				
Ref	Title of Budget Change	Reason for Change (all that apply) (Investment, Income Maximisation, Renewal Activity, Resource Redirection)	Council Strategic Plan Theme	Financial Impact (£000)
				2023/24
23CE30	Shared Prosperity Funding of Economic Development Activity	Service Reform	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities	-310
23CE31	Review of Apprentice Funding	Service Reform	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities	-690
23CE34	Income Maximisation - Funding	Income Maximisation	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities	-410
23CE35	Income Maximisation - Fees & Charges	Income Maximisation	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities	-156
23CE36	Review of Third Party Contracts	Service Reform	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities	-190
23CE38	Review of Resources	Service Reform	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities	-708
Total				-2,464
NET BUDGET CHANGE (£)				-2,464
NET BUDGET CHANGE (%)				-4%

Supporting Our Employees – Corporately engaging service levels

Corporate HR - Health & Wellbeing

We remain fully committed to supporting staff mental and physical health and wellbeing through the continued implementation of our [Staff Health and Wellbeing Strategy 2021-2024](#).

Key activities include:

- The ongoing development and promotion of our workforce wellbeing support area on the council's external facing website as a comprehensive 'one stop shop' for a wealth of wellbeing resources and supports that are easily accessible to all staff online from any device. Accessible resources include our Staff Health and Wellbeing Handbook, Resources Guide, and our Staff Information Factsheet with links to recommended Government approved financial advice and support during the current cost of living crisis;
- Delivery of annual local and national health promotional campaigns through our monthly corporate staff news updates - raising awareness of key health matters and engaging staff in activities that support their mental and physical wellbeing;
- Promotion of ongoing Scottish Government and NHS Scotland focused public health campaigns through regular corporate news updates and staff announcements;
- The design and council-wide distribution of corporate branded health and wellbeing posters and other key signposting materials including digital screensavers on all council PC's/Laptops and notices on digital screens in depots - all with QR links for fingertip access to our all our wellbeing opportunities and supports;
- Continued promotion and access to our Employee Assistance Programme (EAP) which provides free, 24/7 confidential information and support to help staff navigate any of life's challenges;
- Our continued official workplace partnership status with See Me in recognition of our continued organisational good practice aligned to national workplace programme standards;
- Building a new partnership with Able Futures to help raise awareness of, and improve staff access to, the Department of Work and Pensions Access to Work Mental Health Support Service which provides 9 months of free, confidential work-focused support from a qualified mental health professional - engaging over 400 managers, staff and HR/TU colleagues in virtual and face to face information sessions, over 100 staff attending virtual appointments with a qualified mental health professional, and over 260 staff self-referrals to long term mental health support;
- Providing virtual and face to face training to approx. 400 managers and staff in partnership with expert organisations including City of Glasgow College, Healthy Working Lives, Scottish Drugs Forum, and Scottish Association for Mental Health;
- Onsite health and wellbeing roadshows and health checks focused in NRS depots - bringing resources, support and engagement opportunities to over 400 non-pc facing frontline staff;
- Refreshing our employee alcohol, drugs and gambling support policies to reduce related harms in the workplace. Our policies are enhanced by clear signposting and easy access to bespoke internal and external resources and support;

- Delivering our first ever bespoke Glasgow City Council six-week Autumn 2022 staff step challenge in partnership with Scottish charity 'Paths for All' - engaging approx.150 staff in increased physical outdoor activity through walking or wheeling;
- Providing access to discounted fresh fruit and vegetables to approx. 250 staff including free delivery to council workplaces and staff homes through our partnership with a local City Markets supplier;
- Continued Gold Award level recognition in line with the Healthy Working Lives good practice framework*;

*Despite the announcement from the NHS that the Healthy Working Lives Award is coming to an end in April 2023, we will continue to work closely with Healthy Working Lives to ensure that our arrangements continue to align to the best practice framework in workplace health and wellbeing support.

Corporate HR - Pay and Grading (Current)

Until the Job Evaluation exercise is complete our current Pay & Grading Structure remains in place. Activity is carried out to support services with allocation to the pay and grading structure and managing final stage grading grievances. Alongside this and working with CBS we ensure compliance with pay legislation and implementation of pay agreements.

Corporate HR – Employment Policy & Guidance Review

Considerable work continues corporately post pandemic regarding changing ways of working and the current social and economic issues affecting employees. Such as our Future Ways of Working incorporating Hybrid Working, feasibility work for the Four Day Working Week following the recent nationwide pilot, Gambling Harms, Alcohol and Drugs Testing, Trauma informed practices and employment leading leave arrangements including parental bereavement leave.

We will continue to strengthen our Workforce Wellbeing Support with an emphasis on assisting employees through the Cost-of-Living Crisis guidance and supports. In addition, and following a political request, we are mapping out a Women's Health policy following the Government's work on their women's health strategy for Scotland.

We are working in partnership with CoSLA in response to the Government's consultation on how holiday should be calculated for workers with irregular or zero hours contracts.

We will also continue to look ahead at forthcoming legislative changes which inform and shape our policy. A key focus for us that will have a major impact across the council is the Retained EU Law (Revocation and Reform) Bill 2022-23 which paves the way for a post-Brexit reform of UK employment law. This will potentially impact on areas such as the Working Time Regulations, Agency Workers Regulations, Fixed Term Employees Regulations, Part Time Worker Regulations and TUPE Regulations.

Other Bills that are continuing to progress through Parliament that we will continue to monitor and prepare for include;

- A new bill Strikes (Minimum Service Levels), providing for minimum service requirements during strikes in specified public services, principally fire, ambulance, and rail services it is also expected to impact health and education.
- The Carer's Leave Bill, is a new right for unpaid carers to take up to one week of unpaid leave per year.
- The Neonatal Care (Leave and Pay) Bill offers new entitlement to neonatal leave and pay for employees whose babies spend an extended period of time in neonatal care.
- The Worker Protection (Amendment of Equality Act 2010) Bill will make Employers liable for harassment of their employees by third parties and a duty on employers to take all reasonable steps to prevent sexual harassment of their employees.
- The Employment Relations (Flexible Working) Bill Amendments will change the right to request flexible working including making it a day one right, an increase in the number of statutory requests that can be made in one year, a reduction in the decision period from three to two months and a requirement for employers to consult before rejecting the request.
- The Workers (Predictable Terms and Conditions) Bill will ensure certain workers and agency workers to be given the right to request more predictable terms and conditions of work.

Corporate HR - Future Ways of Working

Following our successful Hybrid Working Pilot a full evaluation was undertaken, the outcome of which formed the basis of our future ways of working framework, enabling us to create a modern, flexible and attractive working environment which suits organisational needs whilst supporting employees work life balance.

Across the term we carried out two full employee and manager health and wellbeing surveys to provide evidence of the impact of the changes in workstyle for mainly business support staff. A successful 83% of employees felt satisfied with their current working arrangements as a result of being part of the hybrid working pilot. Overall, 91% of managers stated that service delivery needs have either exceeded (44.9%) or remained the same (46.7%). And 92% of managers said that the level of trust was strong, consistent with the employee view of 93%.

Work has now commenced to incorporate the lessons learned during the pandemic and via our Hybrid Working Pilot into a draft framework outlining our model and approach. This will set out clear parameters for the roll out of Hybrid working across the Council, supporting managers implement the arrangements through supported development sessions.

The framework focusses on the fact that hybrid working has to be implemented differently depending on the role you carry out, whilst ensuring we have moved to better meet employee work life balance needs in a tight labour market to retain and attract staff.

We will also look to address the inequalities arising from those not in scope of Hybrid Working ensuring equal digital access to our employment arrangements no matter where they work, finding ways to support everyone gain a better work life balance, through our workforce of the future programme lessons.

Corporate HR - Equality, Diversity & Inclusion (ED&I)

Our [Employment Equality Outcomes 2021–2025](#) outline our key commitments to ensure we are an inclusive and diverse employer. During 2022 we continued to deliver a suite of ED&I training within the service and across the organisation. Our four employee inclusion networks continue to grow offering quarterly events with our women's network also introducing Menopause Cafes over the last year. As has been the case over recent years we have and will continue our work to increase BME and disabled representation within the organisation whilst also taking an intersectional approach to our ED&I activities. The approach we are taking is externally accredited and in 2022 our accreditation from [Employers Network for Equality & Inclusion](#) increased to Silver, we also maintained our accreditations from Disability Confident, Age Positive, Carer Positive Exemplary Employer and Stonewall Scotland.

Corporate HR – Equally Safe Implementation

Over the past year the Council has given the organisational commitment to achieve Equally Safe accreditation, which is the Scottish Government led programme supporting employers to improve their employment practice to advance gender equality at work and prevent violence against women. So far, we have held employee focus groups, reviewed our employment data, prepared an implementation plan and established a working group with colleagues, trade unions and third sector partners to oversee implementation.

Corporate HR - Workforce of The Future – NRS People

Working through the pandemic brought to light the challenges faced by front line workers accessing our supportive employee arrangements and engaging in developing their own wellbeing and personal development.

In particular, a specific and focussed need for this work was identified through a joint political & leadership funded programme for NRS frontline staff. The programme is delivered from expert HR & OD resources from across the organisation, delivering a future blueprint called NRS People. The programme consists of four main pillars;

1. Wellness at Work

A programme of coaching managers on improving their ability to manage attendance and improve employee support to ensure we reduce the cost of absence and employees return to work as soon as they are able with the right support.

2. Career and Personal Development

Providing career pathways and dedicated career conversations to staff, to allow them to progress their career readiness into business-critical roles.

NRS people manager has explored and delivered on the training needs of service people managers. With a particular focus on compassionate management and working to support frontline operational managers to support staff well through work/life challenges e.g. flexible working, cost of living crisis.

Our next aims are to deliver a frontline career entry programme, providing access to mind set resources, literacy, numeracy, job application, and interview support which leads into career conversations and career pathways in the service and wider council.

3. Health & Wellbeing

Through training, events and activities that reach people in person and online, a tailored service staff programme of health and wellbeing support and development opportunities has been delivered. This cross's multiple support areas including alcohol & drugs, gambling, Able Futures one to one support, health roadshows and health checks. Results in support of the programme in outcomes and evaluation have been strong and will be included in the full programme evaluation.

A dedicated Health and wellbeing support officer was employed on a temporary basis to support the delivery as well.

We will be working across the rest of the year to run further events and activities and deliver our new Wellbeing Ambassador programme.

4. Communications and Engagement

Using staff surveys, staff conversation café sessions, trade union engagement sessions, leadership involvement at events and working with new managers to support their own people management skills and needs, we have gone the extra mile to do more for our frontline workers. This development of understanding staff needs has been built into the programme design to ensure the integrity of the programme continues to build.

In the marketing of the programme, we've given NRS People its own identity, look and feel that puts our own people at the heart of the campaign, bringing alive the programme aims.

We've also developed our digital engagement using QR codes, encouraging access to employment resources through staff's own devices for fingertip access.

The programme continues in its delivery through 2023 and will complete its evaluation by March 2024. Thereafter, the transition of 'NRS People' and its programme delivery will leave the responsibility of the cross-function project team and belong in full to NRS service delivery.

Corporately, the project team will also take the lessons learnt from the programme delivery across the four pillars and deliver the beneficial elements corporately.

Corporate HR - Learning & Organisational Career Development

The organisations Succession and Career Planning Framework was launched with a pilot within NRS Roads Operations and Technical Services. Over 130 managers, supervisors and employees from both areas attended a workshop to learn about the framework and its supporting materials, tools and guidance.

Corporate HR have worked in partnership Glasgow City College to deliver workshops to managers to upskill them to have effective career conversations, identifying future skills, creating learning and development plans and giving performance feedback with employee's future career aspirations being their focus. A total of **14** workshops to **110** managers were delivered by the college. This pilot will ensure the products delivered council wide are effective.

Managers have assessed organisational structures and identified business critical posts within their areas and identified the skills, knowledge, and competencies both current and future for these posts.

Managers are now implementing the next stage and engaging with employees to have career conversations to discuss their career aspirations, future potential and support their development to become future ready for business-critical posts. Following on from this a training needs analysis will be conducted to cost service skills training needs, as well as how we can best utilise the FWDF and internal resources for 2023/24.

It is our vision that all managers throughout the organisation incorporate career conversations into their people management skills to support employee development and future workforce and skills planning, creating credible career pathways to success.

Organisational Development - Glasgow People Manager

Following on from our pandemic and post pandemic management engagement on workforce development needs, it was recognised our frameworks needed to be reviewed as well as to align with the organisations new strategic plan. We then took steps to review the feedback and evaluation from the Flexible Workforce Development Fund (FWDF) utilised with the City of Glasgow college funds use for managers and leadership development. We assessed employee feedback, especially in relation to managing different workstyles. As a result, we are designing a highly comprehensive and resource smart approach to a future Glasgow People Manager programme, centred around four high level areas including; Compassionate Leadership, Health & Wellbeing, Innovation and Delivering for Success. We will work towards organisational approval of the final framework to launch delivery in 2023/24.

Organisational development will continue to support the wider strategic aims across specific projects and initiatives using a blended approach with online GOLD and face to face delivery, including through third parties where budgets allow e.g. Trauma informed workforce, Climate change, Resilience workforce, Workforce of the future, Future ways of working for hybrid and online toolkits.

Corporate HR – Youth Employment Strategy

The new Workforce strategy for youth employment supports the corporate workforce planning needs of primarily the ageing workforce but also the criticality of future proofing the organisation as an attractive place for young employees to work. This strategy has been designed to listen to our young employees and through our work and training placements and development programmes, we aim to ensure that young people have a voice through the introduction of the GCC Youth Board. It asks the council to continue to invest in youth employment and development initiatives.

If we gain approval to progress from CMT and WECCE Committee, we will work through 2023/24 to implement the strategy and deliver for young people on their GCC Organisational career pathway. This includes existing deliverables.

- **Horizon's employability training placements** – Horizons is the councils employability programme for 16-24 years olds that aims to remove barriers in accessing employment opportunities. This replaced the governments Kickstart scheme. An overview of this and our achievements is available [here](#).
- 21/22 – Kickstart/Step Up – 31 young people.
- 22/23 – Horizons – 11 young people.
- **Improving Modern apprenticeships programme (IMAP) supported work experience:** – Working with the HSCP team, we found Four work placements in 2022 provided with three joining the councils MA programme as a result.

Internships – Last year we delivered 16, 12-week summer internships providing students with paid work experience to assist them with their studies and future careers.

- **Modern apprenticeships** – Our in house accredited Vocational Qualification Delivery Centre are supporting 345 modern apprentices, in 2022 there were 91 apprentices who successfully achieved their VQ which showed a 96% pass rate. With delivery either directly or through training partners apprentices are working on their VQ ranging from SCQF 5 to 7 across a variety of subjects from admin, digital, to horticulture, building skills, childcare and many more. This programme supports the youth of Glasgow to achieve in work qualifications whilst supporting the Council Family workforce planning bringing skilled young people into the organisation. This work will continue throughout 2023.
- **Graduate apprenticeships programme** - We currently have 49 employees undertaking Graduate Apprenticeship's within the council. Our employees are working towards their degree whilst at work and utilising the expertise from the Universities as well as their workplace mentor. The programme ensures that the up to date thinking and learning offered to students through the university is put to immediate value-added practice through work based projects and deliverables. The courses are funded through the apprenticeship levy, with the cost to the organisation being through the supported study and mentoring time;
 - 2019 – 3 - BA(Hons) Business Management, 1 - BEng Civil Engineering, 4 - BA Early Learning & Childcare
 - 2020 – 4 - BA(Hons) Business Management, 14 - BA Early Learning & Childcare
 - 2021 – 3 - BA(Hons) Business Management, 8 - BA Early Learning & Childcare
 - 2022 – 8 - BA(Hons) Business Management, 4 - Master of Accountancy ,1 Msc Cyber Security

We set up the GA Network and plan this year to engage further support through a project sponsor and align the benefits of the development available for GA's to that available for the Graduate Development programme.

- **Graduate development programme** – Is a programme for underemployed graduates to assist them into role at a graduate level either within or outside the Council. The current programme started in 2012 and delivered 27 two-year graduate roles across the organisation, to date 14 have secured positive destinations with 8 of them within the council. The next intake during 2023 will provide 11 places followed by another 11 in 2024.

Job Evaluation Team

Our Job Evaluation Team continue to implement the SJC 3rd Edition Job Evaluation Scheme to develop a rank order of Benchmark Jobs which will inform the creation of a new pay and grading scheme free from gender inequality. This is the largest Job Evaluation exercise undertaken by any Scottish Local Authority.

The implementation of the scheme is overseen by the Job Evaluation Operational Steering Group, a partnership comprised of senior managers from across the organisation and trade union representatives from UNISON, GMB and Unite.

The Job Analyst Team, with its unique composition; nominees from our HR Community, our Trade Union partners and externally recruited analysts are nearing the conclusion of Benchmark Job Evaluation

Following the evaluation of Benchmark Jobs, Secondary Benchmark and Unique Jobs will be evaluated to produce a full rank order of all jobs which will support the assimilation of all employees to the new pay and grading scheme.

Pay and Benefits

A pay and grading project team has been created involving HR, Legal, Finance, CBS and the SIT team to take forward the work involved in designing and then implementing a new pay and grading scheme for the Council. This will be based on the ranked order output of the SJC Job Evaluation exercise currently underway and will represent the final resolution of the Council's Equal Pay liability.

Health & Safety

The Council's H&S Group is organised through a hub and spoke model which provides both strategic and operational support on a wide range of health and safety matters.

Corporate H&S advises on the governance of the council's key health and safety risks, whilst ensuring our policies and strategic documents are maintained.

They act as an interface with enforcement authorities such as the Health & Safety Executive and Scottish Fire and Rescue in ensuring we achieve compliance with both statutory and regulatory obligations.

H&S Strategy

In conjunction with our various key stakeholders we have now launched the H&S Strategy 2023-27. Underpinned by three themes – Communication, Controls & Communication – it is our intention to drive improvements across these themes transforming our strategy into key actions.

Corporate H&S will be working collaboratively in developing Service-led “Safety Improvements Plans (SIP’s) to support the strategy. These will incrementally drive improvements across each of our services, reducing incidents and accidents whilst improving the health and wellbeing of our workforce.

Key Risk Management Groups

Corporate H&S continue to play a lead role in the governance of our key H&S risks – Asbestos; Legionella; Fire; Contractors; Management of Violence & Training. These “Key Risk Management Groups, chaired by Corporate H&S provide an opportunity for all stakeholders to work collaboratively whilst ensuring our key risks are robustly managed.

H&S Policy / Management Standards

In conjunction with our H&S operations support teams, Corporate H&S are responsible for ensuring our H&S policy is updated and our suite of management standards across each of our services are developed within a framework which takes cognisance of changes in legislation and best practice.

Resilience

The Resilience team plan for major incidents which could potentially occur within the city boundary. The team works strategically, tactically and at a local level across a wide range of partners including Scottish Govt, Police Scotland, Scottish Fire & Rescue, and SEPA in addition to our close partnership with HSCP.

Emergency Plans

It is a legislative requirement that we must ensure the city has organised responses for unexpected and dangerous occurrences. Consequently, our team play a pivotal role in the development of planning and exercising of these plans, and ensure that all our partners are trained to deliver a co-ordinated response should a significant incident occur.

Resilience Strategy

We are in the process of developing our Resilience Strategy. This will be the first strategy that has been created for the council and will seek to enhance and build upon our preparedness in relation to responding and recovering from major incidents.

Resilience Strategic Oversight Group

During the recent pandemic the importance of effective partnership working was critical to ensure services remained functional throughout.

We intend to further build on these partnerships through the creation of our Resilience Strategic Oversight Group following the launch of our Resilience Strategy. This will support and build upon the governance of our emergency planning.

It will co-ordinate the delivery of the councils workplans in the most efficient and effective way, and address our duties under the Civil Contingencies Act. In addition, it will support our contributions to our national, regional and local working groups, ensuring we co-operate and share information on all strategic matters

Economic Development update

1. Business Support

During FY 2022/2023, Glasgow's Start Up and Early Stage Growth teams supported 506 start ups; this is the second highest of all local authorities in Scotland and the highest of the Scottish cities.

The team also awarded 138 grants to Glasgow-based Start Ups.

The Glasgow Business Growth Framework provided 72 business with access to expert support, bringing the total number of businesses supported by Phase 2 of the framework to 245.

To date, 8 Green Business Grants have been awarded, despite the programme only launching in the latter stages of the financial year.

2. Digital

Digital connectivity provides the essential foundation for all aspects of the economy including social, education, care, business and civic. Gigabit-capable connectivity is considered suitable for most requirements both now and the near future. Gigabit-capable broadband means download speeds of at least 1 gigabit-per-second (i.e. fast!).

Whilst full-fibre can provide greater capability, gigabit-capable is now considered as a more achievable target and will provide suitable connectivity capacity for most requirements. Glasgow works closely and proactively with the digital infrastructure industry to attract investment into the city.

Glasgow now has more than 63% coverage of Gigabit capable connectivity, which is just above the national (62%) average but below the UK (69%) average (OFCOM Connected Nations, (December 2022). This is up 17% as measured from Sept 2021.

More importantly, work is underway in Glasgow, with committed investment from a number of providers of gigabit (and full fibre) capability, to provide full geographical gigabit-capable coverage of Glasgow by 2025.

Aligned to the Scottish Technology Ecosystem Review, there is a clear role for the public sector to play in relation to supporting and nurturing the so-called 'market square'. Effectively, this means providing support to build on the existing, currently fractured, tech ecosystem in Glasgow to cohere and consolidate activity as well as attracting additional or new events. Digital Economy will aim to provide investment to strengthen and grow the 'market-square' for Glasgow's tech ecosystem including tech conference development and online tools to measure and promote the regional start up

and scaleup ecosystem with data, insight and visibility using the recently launched Glasgow City Region Tech Ecosystem Platform, powered by Dealroom.

Additional support will be provided via direct funding to tech SMEs (in the form of grants) as well as working with partners in Glasgow on projects to support incubation and acceleration of tech SMEs. These interventions will strengthen early-stage tech businesses directly with grants for accommodation and meet-up support and bolster growth and resilience by working with expert providers of incubation and acceleration, including TechScaler by CodeBase, among others.

3. Employability

There is no national indicator that accurately reflects an employability comparison across local authorities.

The division continues to progress the development of a new employability pipeline through a design process that is based on the Scottish Approach to Service Design, with support from the Council's Centre for Civic Innovation.

This design process will result in a framework that maps out Glasgow's funding priorities and sets out the full extent of activity that we aim to have in place from April 2024. This will be implemented with measurable outcomes and outputs.

4. Green Economy

In 2022/23, the Green Economy team has worked on the detail of the Green Deal programme and in particular has:

- Supported the establishment of a cross-party Just Transition Working Group, which will present its report and recommendations to committee after the summer recess of 2023.
- Secured a budget from the UK Shared Prosperity Fund in support of green business development.
- Worked with other UK cities in the 3Ci collaboration to engage with the capital markets on financing green projects and hosted a regional investors event with 3Ci in Glasgow.
- Bid successfully for a Risk and Resilience Fellowship post to be seconded to the Council from the insurance sector in support of discussion on climate finance.
- Continued Glasgow's strong legacy involvement as COP26 host city on the climate finance agenda with its urban peers around the world, including participation at COP27 with key city networks.

5. Innovation Accelerator programme

Economic Development has led the development of the [Glasgow City Region Innovation Accelerator programme](#) across 2022/23. The city-region was pre-selected by the UK Government for a share of £100 million of Innovation Accelerator programme funding (along with the two city-regions of Greater Manchester and West Midlands). This approach is intended by government to support the Levelling Up agenda on tackling regional disparities across the UK and to promote more rapid growth and market entry of industry-led innovation.

Partners across the public, academic and private sectors in Glasgow City Region have identified key sectors for further progression, from which specific project proposals were then developed for submission to this programme. Eleven projects from the city-region with total funding from the programme of £32.73 million were announced in March 2023, with more than a 1:1 co-investment of other funds currently committed across the aggregate project lifetime. They will begin project delivery from April 2023 for two years and Economic Development is now leading on the development of a regional innovation action plan to support the wider innovation eco-system.

6. Inward Investment

In 2022, Glasgow ranked 4th in the UK for Foreign Direct Investments (FDI), according to the annual Ernst and Young Annual Attractiveness Survey. This annual survey provides a robust and credible benchmark against other UK cities and key competitors. Invest Glasgow records FDI performance against 5 KPIs: enquiries; total company investments; new company investments; company expansions; and jobs created.

Invest Glasgow's FDI targets were revised downwards during Covid as Glasgow's FDI had dropped by 62%, at the height of the pandemic. In 2022 Invest Glasgow reported a steady increase across all our KPIs: the figures below are a combination of fDi Markets and Invest Glasgow's own recorded data (which includes real estate).

For 2022/23:

- **104 enquiries** (vs 72 in 21/22)
- **56 total investments**, (vs 50 in 21/22)
 - **30 new company investments**, vs 24 in 21/22)
 - **26 company expansions**, (same as 21/22)
 - **1873 new jobs**, (vs 5391 in 21/22)

The jobs target was higher in 21/22 as it included several large expansions as well as the new Barclays jobs.

A new investment strategy is being developed and will be presented to committee after recess.

Section 3: Benchmarking, Inspection and Equalities

As part of Best Value requirements, the Chief Executive’s Department demonstrates Value for Money through their participation in benchmarking arrangements with other local authorities, professional bodies and partners.

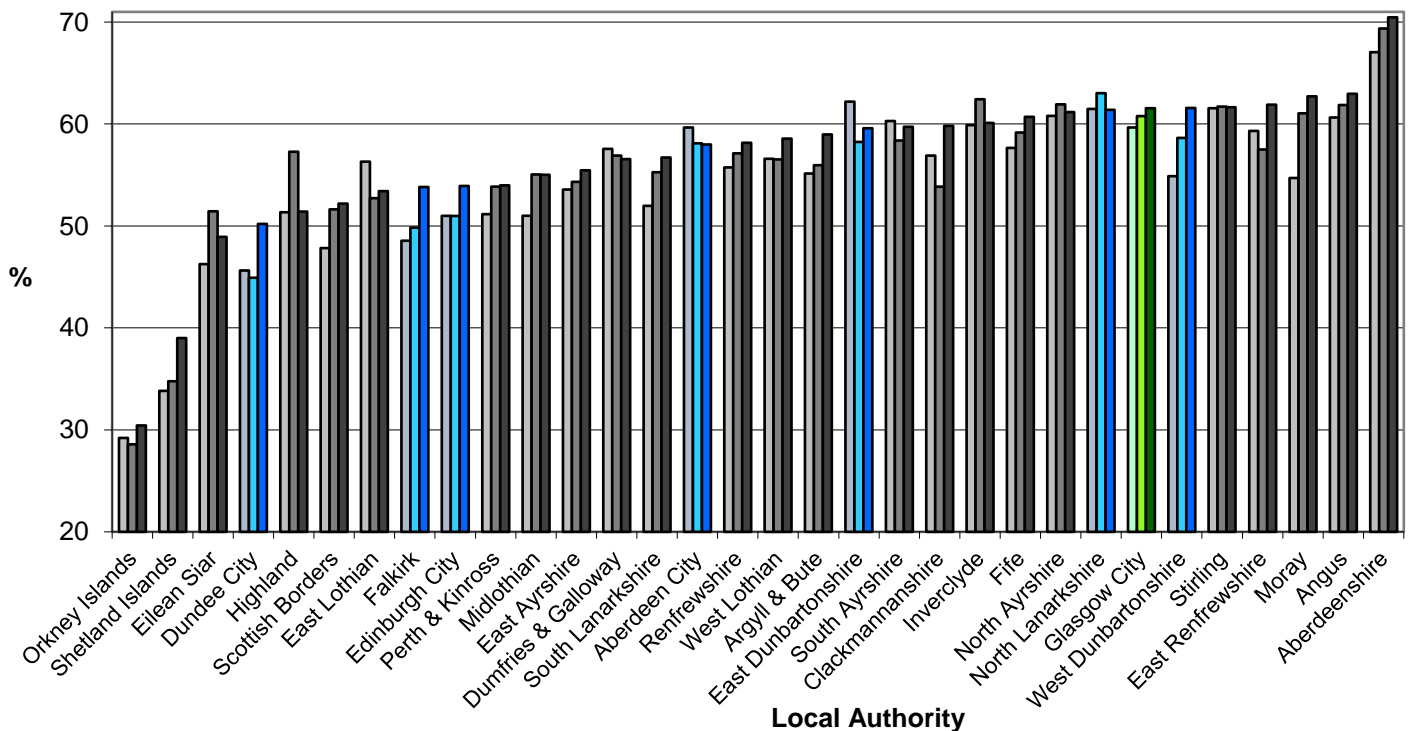
Local Government Benchmarking Framework (LGBF)

The Chief Executive’s Department have engaged actively with the Local Government benchmarking process and have supported the involvement of the Council Family Group, and co-ordinated meetings for Service Area reviews. The final data for the benchmarking framework will be made available in May 2021 and a full report examining the data will be submitted to Operational Performance Delivery and Scrutiny Committee on 3 MAY 2023.

As well as actively participating in a wide range of smaller Council wide benchmarking groups, the Chief Executive’s Department have; in conjunction with colleagues in Financial Services led work on benchmarking Council Tax. We continue to engage in the Improvement Service Learning Events, and in particular the work to examine the variation in the Local Financial Return (LFR) that underpins the LGBF data.

At [61.6% during the period 2021/22](#); Glasgow is joint fifth as the council with the highest proportion of employees who are women, in highly paid posts.

**CORP3b - % the Highest Paid 5% of Employees Who are Women
2019/20, 2020/21, 2021/22**



The Chief Executive's Department are also represented on the National Steering Group for the LGBF, which enables us to influence the focus of national Learning Events and drive improvements in the comparative data and analysis.

Internal Performance Audit 2021

The recommendations of the Internal Audit of Performance Management will form a key part of our own review of performance as we reshape some of our reporting mechanisms; to ensure they are both robust and fit for purpose.

[Development of the Performance Manual](#) will be a key element of our response to the recommendations of the audit.

Equalities

Equalities is also a key focus for the Chief Executive's Department in the coming year, both in implementing the [Equality Outcomes in 2021-25](#), delivering further Equality Impact Assessment training, refining the support tools, and supporting the monitoring and the quality assurance required for successful impact assessment.

Some of the key strategic and developmental mechanisms for delivering our outcomes include:

- The Equalities Working Group (EWG) which is an officer group with representatives from all services and ALEOs is responsible for coordinating the Council Family Group response, at an operational level, to the Equality Act 2010.
- The Glasgow Community Planning Partners Equalities Group (GCCPEG) is coordinated by the Community Empowerment team and chaired by our Health Partners drawing together the widest range of third sector partners across the city to look delivering Equalities Outcomes as part of the Community Plan.
- We also deliver greater diversity awareness and activity, through our Equality and Diversity Champions supported by HR.
- The BSL User Reference Group convened to develop the action plan to support the British Sign Language Act in October 2018. It may be convened again on an ad hoc basis to support the work of the BSL User Reference Group (see 4.12)

Our Equality Outcomes are the targets the Council sets to meet its strategy requirement by:

- Eliminating Discrimination, Harassment and Victimisation
- Advancing Equality of Opportunity
- Fostering Good Relations

In particular we support these strands through reporting on the newly developed [Equalities Outcomes 2021-25](#) through our biennial reporting framework, and systematically updating progress through our Equalities Working Group, comprising of key strategic staff. The interim report on [Mainstreaming](#) and [Progress](#) on our Equality Outcomes was presented to both WECCE and OPDSC committees respectively in April and May 2023,

A key development since the outcomes were published in 2017 is the publication of the [BSL Action Plan 2018-2024](#). A BSL User Reference Group was established in autumn

2019 to provide a direct link to the community and reflect the priorities of the community as the Council Family seeks to implement the Action Plan. Covid 19 had prevented the scheduled face to face meetings of the group in 2020, 2021 and 2022; however, a face to face meeting is being planned for June 2023.

Our [Equality Impact Assessment process](#), led by Chief Executive's Department has initiated a programme of training and support. During Covid 19 restrictions training was delivered online however face to face training returned in December 2022.

We are also working with Integration Joint Board of Health and Social Care Partnership (HSCP) to align the EQIA process for practitioners and operational staff in Joint working environments. The HSCP currently utilise the Council Family EQIA screening form.

We have undertaken EQIA screenings for all the Council Family Budget Options 2023/24 and continue to support further work on these screenings and also a wide range of ongoing and completed EQIAs including:

Council Family Equality Impact Assessments

All completed EQIAs are published on the Council's website [here](#).

Budget Option Screenings

2019/20

A summary of findings can be found with the budget proposals, including alternative budget proposals, [here](#).

2020/21

A summary of findings can be found with the budget proposals, including alternative budget proposals, [here](#).

2021/22

A summary of findings can be found with the budget proposals, including alternative budget proposals, [here](#).

2022/23

A summary of findings can be found with the budget proposals, including alternative budget proposals, [here](#).

2023/24

A summary of findings can be found with the budget proposals, including alternative budget proposals, [here](#).

Section 4: Tell us what you think

This Annual Business Plan is way for the Chief Executive Department to highlight its priorities and activity in the coming year. Please let us know if there is anything you would like to see in it or if you have any thoughts on how we might improve it.

Contact Details

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Section 5

Policy and Resource Implications

Resource Implications:

Financial: The plan will be implemented within existing resources

Legal: None

Personnel: None

Procurement: None

Council Strategic Plan: Supports Grand Challenges One: Reduce poverty and inequality in our communities and Four: Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2021-2025? Please specify Yes, it supports the key improvement aims within the outcomes of increasing people's knowledge about equality and fairness, and also looks to improve access to Council services by people with protected characteristics, and promotes and supports respect for Equality and Diversity

What are the potential equality impacts as a result of this report? It is anticipated that the actions outlined in the strategic plan will have a positive impact on protected characteristics as noted in the improvement aims above.

Please highlight if the policy/proposal will help address socio economic disadvantage. Yes, through work taking place in a number of the departments it is expected that impacts will be made across a number of socio economic areas.

Climate Impacts:

Does the proposal support any Climate Plan actions? Please specify: Not directly, however Committee will receive updates with regards to progress on achieving Climate Plan actions where appropriate as part of service reporting

What are the potential climate impacts as a result of this report? None

Will the proposal contribute to Glasgow's net zero carbon target? Effective scrutiny is part of our overall governance arrangements to ensure we deliver on high priority plans and strategies

Privacy and Data Protection Impacts:

Are there any potential data protection impacts as a result of this report? No

If Yes, please confirm that a Data Protection Impact Assessment (DPIA) has been carried out

Section 6

Recommendations

The Committee is asked to:

Consider and note the Chief Executive Department Annual Business Plan 2023/24.