Item 2

7th February 2024

Glasgow City Council

Operational Performance and Delivery Scrutiny Committee

Report by Chief Executive and Chief Executive of Glasgow Life

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STRATEGIC PLAN PERFORMANCE:
Grand Challenge 1: Reduce poverty and inequality in our communities and
Grand Challenge 2: Increase opportunity and prosperity for all our citizens

Purpose of Report:

To report the performance of the Council Strategic Plan 2022-27 and the agreed Mission based approach.

Grand Challenge 1: Reduce poverty and inequality in our communities
Mission 4: Support Glasgow to be a city that is active and culturally vibrant

and

Grand Challenge 2: Increase opportunity and prosperity for all our citizens
Mission 2: Support the growth of an innovative, resilient and net zero carbon economy

Recommendations:

The committee is asked to:

- Consider and note the content of the report
- Consider the Grand Challenges, Mission and Commitments

Ward No(s):	Citywide: ✓
Local member(s) advised: Yes ☐ No ☐	consulted: Yes ☐ No ☐

1. Background

1.1 The Council Strategic Plan was agreed at Full Council on 27 October 2022 and the Operational Performance Delivery and Scrutiny Committee is tasked with monitoring the delivery of the Strategic Plan.

1.2 Following agreement at the Operational and Delivery Scrutiny Committee (OPDSC) in November 2022, a template has been issued to all Services. The template structures and supports scrutiny of the Strategic Plan and illustrates the crosscutting nature of the Missions as Services work together to deliver the Council's priorities. The template is subject to review to ensure Service and Member feedback is incorporated.

2. Council Strategic Plan

2.1 The Strategic Plan has been structured into 4 Grand Challenges and their supporting missions. The Grand Challenges are:

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

2.2 Each Grand Challenge is underpinned by Missions and Commitments. Services undertake the work to achieve the Commitments which in turn contributes to the goal of each Mission. This report focuses on the commitments led by Glasgow Life and Glasgow City Council's Chief Executive's Department within:

Grand Challenge 1: Reduce poverty and inequality in our communities
Mission 4: Support Glasgow to be a city that is active and culturally vibrant

And commitments led by Glasgow Life within:

Grand Challenge 2: Increase opportunity and prosperity for all our citizens
Mission 2: Support the growth of an innovative, resilient and net zero carbon economy

2.3 Council has agreed that the Strategic Plan will be subject to an annual review to reflect the volatility of outside pressures and budget constraints. There is a transparent change control process in place to assist this.

2.4 Council previously received updates from Glasgow Life on Grand Challenge 1: Mission 4 and Grand Challenge 2: Mission 2 at their meeting on 3rd May 2023.

3. Strategic Plan – Widening of the Cost of Living lens

3.1 The report previously presented to committee had been prepared through a cost of living lens as agreed at the Operational Performance and Delivery Scrutiny in November 2022. This was in response to the council motion in June 2022 agreeing that cost of living measures should be prioritised.

3.2 The annual review of the Strategic Plan is in progress. This will ensure that the Plan and its Commitments continue to provide a strategic focus on delivery with specific regard to budget considerations and the cost of living. ODPSC will be notified of any formal changes to the Plan.

3.3 The Strategic Plan is now being reported with a wider lens than the Cost-of-Living focus and reflects the wider commitments in the Strategic Plan while keeping track of commitments which emerged through the Cost of Living lens.

4. Commitments and Emerging Commitments

4.1 Work is in progress to deliver the Strategic Plan commitments across key areas. This report will provide an update on this work and continue to provide a focus on the Cost of Living related commitments.

4.2 Progress on commitments led by Glasgow Life are outlined in Appendix 1 and those led by the Chief Executive's Departments are contained in Appendix 2.

4.3 **Commitments led by Glasgow Life**

Previously reported commitments, led by Glasgow Life, and relating to Grand Challenge 1: Reduce poverty and inequality in our communities, Mission 4: Support Glasgow to be a city that is active and culturally vibrant are included in this report. These are:

- Continue to re-open agreed council-owned venues.
- Protect, diversify and enhance Glasgow's museums, recognising their national importance whilst protecting free entry for city residents and exploring alternative funding models.
- Continue to promote Glasgow as a world-leading events destination. Develop a new Events Strategy which considers impact on parks, the community and public spaces and provision of free transport within costs of event ticket.
- Maximise the impact of the 2023 UCI Cycling World Championships, and Glasgow's year as European Capital of Sport, by increasing participation in sport for marginalised groups, and assessing provision of indoor and outdoor sports facilities, considering how gaps could be filled.

- Introduce community referrals to encourage wider participation in sport, culture and physical activity programmes and improve collaboration within the health and wellbeing sector.

- Protect the vital role of libraries, involving local communities and campaigners in the future Vision for Glasgow Libraries, including exploring the potential for council libraries to become 'repair and reuse hubs', and 'libraries of things' and, and explore the feasibility for secondary school libraries to be accessible by the public.

4.4 Also included in this report are updates on commitments led by Glasgow Life within Grand Challenge 1: Reduce poverty and inequality in our communities, Mission 4: Support Glasgow to be a city that is active and culturally vibrant which have not been previously reported. These are:

- Support the Working Group for Repatriation and Spoliation which will continue to consider repatriating items in the Glasgow collection.

- Secure investment for the People's Palace and Winter Gardens.

4.5 Updates on emerging commitments led by Glasgow Life, previously reported to this committee on 3rd May 2023 are included, which are:

- Monitor and deliver Glasgow's Community Learning and Development Plan

- Develop a new Physical Activity and Sport Strategy for Glasgow

4.6 In addition updates on two commitments led by Glasgow Life relating to Grand Challenge 2: Increase opportunity and prosperity for all our citizens, Mission 2: Support the growth of an innovative, resilient and net zero carbon economy are included in this report.

One commitment relates to the cost of living and was reported to this Committee in May 2023:

- Support the development of Glasgow's Cultural Strategy

One commitment has not previously been reported to committee:

- Deliver the Glasgow Tourism and Visitor Plan to deliver significant targeted visitor spend to the economy.

4.7 Commitments led by the Chief Executive's Department which contribute to Grand Challenge 1: Reduce poverty and inequality in our communities, Mission 4 included in this report are:

- Prioritise anti-poverty policies and actions to improve wellbeing and tackle root causes of poor health.

- Prioritise Glasgow's most vulnerable households while continuing to deliver universal support services.

- Review the Poverty Leadership Panel as a reference group to ensure that lived experience is at the heart of our response and that we are responding appropriately, where we can, to the cost-of-living crisis.

- Continue to deliver the Glasgow Helps project.

- Continue to work to maximise incomes for all low-income households, including those households in work.

Emerging Commitment

- Deliver Glasgow's Child Poverty Pathfinder

5. Next Steps

5.1 As noted above, the annual review of the Strategic Plan is underway and will allow for the consideration of emerging commitments and determine whether they will require sustained focus within the Strategic Plan going forward. This will be managed through the formal change control process noted above.

6 Policy and Resource Implications

Resource Implications:

Financial:

Legal:

Personnel:

Procurement:

Council Strategic Plan:	**Grand Challenge 1: Reduce poverty and inequality in our communities** Mission 4: Support Glasgow to be a city that is active and culturally vibrant and **Grand Challenge 2: Increase opportunity and prosperity for all our citizens** Mission 2: Support the growth of an innovative, resilient and net zero carbon economy

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2021-25? Please specify.	
What are the potential equality impacts as a result of this report?	No significant impact
Please highlight if the policy/proposal will help address socio-economic disadvantage.	

Climate Impacts:

Does the proposal support any Climate Plan actions? Please specify:	
What are the potential climate impacts as a result of this proposal?	
Will the proposal contribute to Glasgow's net zero carbon target?	

Privacy and Data Protection Impacts:

7 Recommendations

The committee is asked to:

- Consider and note the content of the report
- Consider the Grand Challenges, Mission and Commitments

Appendix 1 – Commitments led by Glasgow Life

GRAND CHALLENGE ONE: Reduce poverty and inequality in our communities					
MISSION 4: Support Glasgow to be a city that is active and culturally vibrant					
Continue to re-open agreed council-owned venues.					
Action(s)	**Milestones**	**Progress and Performance** **May-December 2023**	**Planned Activity** **2024**	**Lead Service**	**RAG**
Re-open agreed council owned venues		Glasgow Life is currently operating a total of 91 venues and outdoor facilities on behalf of Glasgow City Council, which includes one Head Office and six venues that are currently closed (Cardonald Library, Drumchapel Pool, Elder Park Library, Provands Lordship, Ruchill Community Centre and Whitehill Pool). Glasgow City Council provided £1.1m in 2022-23 to re-open several community venues in the city. Of the 11 venues identified, 8 reopened in November 2022 (Coupar Institute, Cranhill, Geoff Shaw, Netherton, Pollok, Pollokshields, Possilpoint, St Francis). The remaining three (Barmulloch, Drumchapel, Partick Burgh Halls) were used as vaccination centres during the Covid-19 pandemic. These venues were handed by to Glasgow Life by the NHS and reopened to the public in June 2023.		**Glasgow Life**	**Amber**

	The next scheduled RAAC briefing will be distributed in February 2024	**Reinforced Autoclaved Aerated Concrete (RAAC)** Adopting the guidelines set out by the Institute of Structural Engineers (IstructE), Glasgow Life undertook a desktop evaluation in Summer 2023 to identify venues across the estate constructed, refurbished, or extended between the 1930's and mid 1990's when RAAC could potentially have been utilised. This first stage initially identified 132 buildings that fell within this category. Glasgow Life undertook site visits across these venues, collecting, and recording photographic data in ascertaining the venue's form of construction. This exercise narrowed the search to operational and non-operational venues where RAAC was either presumed or its construction inconclusive. Continuing with the IstructE guidelines, a desktop assessment and research of existing maintenance records and historic as-built documentation from the City's archive collection within the Mitchell Library began to secure more accurate data. In tandem with these investigations, Glasgow Life also started the procurement process in securing structural engineering consultancy to provide specialised design advice and risk assessments in RAAC positive venues. The second stage desktop assessment enabled Glasgow Life to confidently discount a significant number of possibly affected venues. As this review continued and where archive as-built documentation referenced RAAC in a venue's construction, Glasgow Life took immediate steps to close venues. This	**Reinforced Autoclaved Aerated Concrete (RAAC)** Glasgow Life's appointed Structural Engineers are now progressing their initial preliminary assessment across the 3 operational and 2 non-operational venues where RAAC has been identified or presumed. In facilitating access to initiate and complete the RAAC assessment process, a preliminary site visit by the Structural Engineer alongside Glasgow Life is required to assess access requirements, potential down-takings to ceiling finishes and removal of services e.g. lighting, ductwork etc.. The asbestos registers for each site are also reviewed before allowing the Structural Engineers safe and unrestricted access to complete a full un-obstructed assessment of each individual RAAC panel. In most cases, Glasgow Life's contractor, City		

		action was taken to safeguard colleagues and users until such time as our appointed structural engineers could undertake a more thorough preliminary structural risk assessment and could provide evidence to guarantee the safety of everyone. The preliminary assessment of the City Archive information identified 5 venues where RAAC was confirmed, these are: **Operational venues** • Scotstoun Outdoor Hall • Cardonald Library • Drumchapel Pool **Non operational venues** • Netherton Community Pool Hall • Knightswood Community Pool Hall Netherton & Knightswood Community pools have been non-operational for over 13 years and remain closed and secured. The remainder have been temporarily closed to safeguard our colleagues and users until more detailed structural assessments have been concluded. From the venues identified where the use of RAAC was potentially adopted, the as-built information for 15 venues was unavailable, therefore a more detailed and intrusive site survey to determine the construction of these buildings was undertaken. This assessment identified Whitehill Pool as a further RAAC positive venue. There are a final two venues remaining to conclude this process, these are Drumchapel Bowls & Tennis Pavilion & Netherton	Building, is involved to coordinate multiple trades from erecting temporary mobile access scaffolding or completing down-taking works. Likewise, the services within City Property Glasgow asbestos team are required for sampling and testing of potential asbestos containing materials to safeguard personnel. Once an initial preliminary survey is complete the findings may be inconclusive, and a recommendation of further structural analysis and testing may be instructed. Alternatively, the initial survey may identify remedial actions that can be taken or outline a management strategy that periodically assesses the structural condition of existing RAAC panels to ensure the continued integrity of these areas.		

		Bowls Pavilion – both are closed and non-operational.	Glasgow Life are working at pace across all affected venues to complete the required risk assessments to inform the next steps in restoring services. Glasgow Life has committed to sharing updates on RAAC affected venues on regular basis to ensure that all Elected Members and affected communities are advised of the current position with each venue. The next update will be shared in February 2024.		
Support the People make Glasgow Communities programme	**Operational delivery – 2023/24**	Since its launch in February 2021, Glasgow City Council's People Make Glasgow Communities (PMGC) programme has received 639 expressions of interests, with 235 relating to Glasgow Life managed venues. Of the 235 Glasgow Life expressions of interest, 34 enquiries are active and progressing through the People Make Glasgow Programme process. An additional 3 Licence to Occupy agreements were implemented between May – December 2023, increasing the active Licence to Occupy agreements in operation from 9 to 12 venues, which includes 9 sport facilities, 1 public hall and 2 community centres.	Glasgow Life will continue to work with Glasgow City Council, local groups, and interested bodies engaged in the programme, as well as assisting with any new expressions of interest. Glasgow Life will continue to build the capacity and support of Licensee's to operate their venues while they enter negotiations on their long-term lease to complete the PMGC	**Glasgow Life**	**Green**

			programme with Glasgow City Council. There are two new Licence to Occupy opportunities approved and being implemented early 2024, one community centre and one sports centre: • Balgrayhill CC • Holyrood Sports Centre Glasgow Life will continue to work with Glasgow City Council's People Make Glasgow Communities Programme Team and the third sector organisations progressing through the programme to create sustainable voluntary management models for: • Ruchazie • Shettleston • Tollcross		
Contribute to Glasgow's Welcome	**Report to be presented to the WECCE**	An evaluation of the project's development and delivery, commissioned by Glasgow City Council and Glasgow Life, and carried out by the University of	All Glasgow Life Libraries will continue to offer refreshments as part of the Welcome Places	**Glasgow Life**	**Green**

Places initiative	**Committee - 18th May 2024.**	Glasgow, found that the Welcome Places were well received by community members and feedback shared with staff at venues was overwhelmingly positive. An increase in engagement was observed over time and the hospitability extended to community was consistently highlighted as greatly appreciated. An update on the Welcome Places initiative was presented to the WECCE Committee on 21st September 2023 and the Committee supported proposals for Glasgow Libraries to act as Welcome Places going forward.	approach until the end March 2024 in line with the end of the winter 2023/24 period. Where required, additional programmed activity aimed at families has been provided at libraries to support the cost of living crisis. A further report will be presented to the WECCE Committee on 18th May 2024.		
Support the delivery of a new Baillieston Community Hub	**Design Development and Public Engagement** **Planning & Roads Application Q2 2024** **Building Warrant application Q3 2024**	Public engagement sessions took place in December 2023 and January 2024. Design development has continued. RIBA Stage 1 is complete. Stage 2 report is due January 2024.	Design Development and Public Engagement will continue.	**Glasgow Life**	**Green**

Protect, diversify and enhance Glasgow's museums, recognising their national importance whilst protecting free entry for city residents and exploring alternative funding models					
Action(s)	**Milestones**	**Progress and Performance** **May-December 2023**	**Planned Activity** **2024**	**Lead Service**	**RAG**
Universal free entry to Glasgow Museums	**Operational delivery – 2023/24**	Glasgow Life's museums continue to be free to visit and offer facilities such as picnic areas and self-led trails to minimise associated costs. Between April and December 2023 Glasgow Life's Museums had welcomed almost 3.2 million visitors. Final analysis of a large -scale survey being carried out in 2023 shows that 50% of Glasgow visitors to Glasgow Life's museums were from the two lowest quintiles of the Scottish Index of Multiple Deprivation. Glasgow Life Museums offer a varied programme of workshops for Nursery, Primary and Secondary groups, designed to extend and enhance classroom learning. Glasgow Life Museums' outreach team support communities, that find it difficult to visit museum venues, to access objects from the museum collections.	Universal free entry will be promoted through usual channels.	**Glasgow Life**	**Green**
City of Empire exhibition at Kelvingrove Art Gallery and Museum	**City of Empire exhibition opened at Kelvingrove Art Gallery and Museum -**	Opened in November 2023, Glasgow – City of Empire is a new permanent display examining the legacies of colonialism and how they have shaped our city. Co-curated with the OSCH (Our Shared Cultural Heritage) Changemakers the display opens up conversations about slavery, exploitation and oppression, but also resilience and resistance. It	Review of wider interpretation at Kelvingrove Art Gallery and Museum and at other museums.	**Glasgow Life**	**Green**

	November 2023	questions racialist norms perpetuated through the education system, asking visitors to reflect on their own time at school, and touches on emotive subjects such as racial violence and police brutality. Drawing on the collections of Glasgow Life Museums the display combines historic and contemporary objects to explore how we can better address the histories and legacies of transatlantic slavery and British colonialism.			
Our Shared Cultural Heritage	**Formal funded project ended in December 2023** **Delivery and monitoring of an agreed legacy action plan - ongoing**	The Our Shared Cultural Heritage initiative is a project funded by the National Lottery Heritage Fund to experiment with new ways for museums and heritage organisations to work better for young people. Glasgow Life established a group of young people to be trained to critique and develop museum practices, known as Changemakers. They created a Test for Museums to analyse if and how museum exhibitions represent colonialism, empire and slavery in an appropriate way. It was developed with input and support from Museums Galleries Scotland and the Museums Association and is intended for the wider museum sector. It will be used in Glasgow Life Museums to assess existing displays and as a planning tool for the development of all future displays.	Delivery and monitoring of an agreed legacy action plan.	**Glasgow Life**	**Green**

		Several project strands were implemented during the programme including Changemakers input to City Of Empire exhibition at Kelvingrove Art Gallery and Museum and the creation of The Museum Test, two international projects (with partners in Lahore and Bangalore) and the finale weekend in early October 2023, which included a sector sharing day and series of public events. The multi-year funded project concluded successfully in December 2023 and one OSCH Changemaker said, *'Being a part of Changemakers has honestly helped me in so many ways. I have much greater confidence in my abilities and in my knowledge of the histories of POC. Having Shahana as a facilitator has been amazing and has really made the group a safe space to talk about being a POC in Museums and much, much more. I really hope other young POC get the chance to be involved in such life changing projects.'* An externally commissioned evaluation has been reviewed to inform a legacy action plan.			

Support the Working Group for Repatriation and Spoliation which will continue to consider repatriating items in the Glasgow collection.					
Action(s)	**Milestones**	**Progress and Performance** **May-December 2023**	**Planned Activity** **2024**	**Lead Service**	**RAG**
Support the Working Group for Repatriation and Spoliation	Regular updates and progress take place through the working group. Partners dictate pace of progress.	Return of artefacts to India completed. Agreement with Nigerian colleagues progressing. Transport plan for return of items to Lakota progressing.	Quarterly meetings for the Working Group for Repatriation and Spoliation are in the diary for 2024. The transfer of ownership paperwork with Nigeria and Lakota will be concluded.	**Glasgow Life**	**Green**
Continue to promote Glasgow as a world-leading events destination. Develop a new Events Strategy which considers impact on parks, the community and public spaces and provision of free transport within costs of event ticket.					
Action(s)	**Milestones**	**Progress and Performance** **May-December 2023**	**Planned Activity** **2024**	**Lead Service**	**RAG**
Refresh the Glasgow Events Strategy and Action Plan	**First draft of Strategy and Action Plan to be presented to WECCE - Spring 2024** **Final draft of Events**	A consultant has been appointed to support the refresh of the Events Strategy. Research and consultation took place from October 2023, with emerging review and themes collated for discussion by the Working and Steering Groups which include representatives from across the Glasgow family. A consultation list has been agreed between the consultants and the project group, covering key stakeholders and partners across the city, and 1-2-1 consultations have taken place.	Group sessions with key stakeholders and partners are being finalised and will begin by the end of January 2024, while a public consultation is scheduled to go live for two weeks at the end of February 2024. Key themes and direction of travel will be reviewed by the	**Glasgow Life**	**Green**

	Strategy and Action Plan will be presented to CAC – Summer 2024		Steering Group which include representatives of the Glasgow family. A first draft of the Events Strategy and Action Plan will be submitted to WECCE for feedback in Spring 2024 and the final draft of the Events Strategy and Action Plan will be presented to the City Administration Committee in Summer 2024.		
Maximise the impact of the 2023 UCI Cycling World Championships, and Glasgow's year as European Capital of Sport, by increasing participation in sport for marginalised groups, and assessing provision of indoor and outdoor sports facilities, considering how gaps could be filled.					
Action(s)	**Milestones**	**Progress and Performance** **May-December 2023**	**Planned Activity** **2024**	**Lead Service**	**RAG**
Maximise the impact of Glasgow's year as European Capital of Sport	**Celebration of Glasgow's year as European Capital of Sport – January 2024**	The UCI GO CYCLE fund saw 29 community groups in Glasgow receive a kick-start to the new year, with a share of an initial £160,000. The fund supported new and enhanced cycling initiatives, which encouraged and promoted cycling for recreation, sport and active travel. An additional £50k was secured from Landsec part way through the year to further develop those projects previously funded. This funding, £1k to £5k, was available to organisations previously funded through Go Cycle	On 29th January 2024 Glasgow Life hosted an evening with partners to celebrate European Capital of Sport 2023 and the impact it has had on the city on in the Emirates Arena.	**Glasgow Life**	**Green**

		Glasgow and was used to further develop cycling activities in their communities. The 'Go Cycle Glasgow Fund' was one of several community activations created by Glasgow Life, designed to engage citizens as part of the 2023 UCI Cycling World Championships. The European Capital of Sport (ECOS) had a year-long programme of activities, woven around participation and public health, building not just on the profile and massive scale of the UCI World Cycling Championships and other local, citywide, national and international cultural and sporting events and activities. Glasgow's ECOS was represented at the Scottish Sport Awards which were hosted at the Glasgow Science Centre on the 7th December 2023. This was an opportunity to showcase Glasgow's year as European Capital of Sport and to align to the ECOS theme for the month which is "Celebrating Sport and Physical Activity. The ECOS handover ceremony from Glasgow to Genoa (as European Capital of Sport 2024) took place in Brussels on 7th December 2023. On 24-25th October 2023 Glasgow hosted the Euro Cities Network Conference:	During the event an additional ECOS Legacy Fund was launched for eligible community organisations, with the fund being awarded through participatory budgeting. There will also be an opportunity to sign up to take part in two of three workshops to help community organisations develop new or existing projects aligned to: • Identifying community need • Marketing your activities • Measuring Your Impact A campaign will launch in January 2024 to highlight the Sport and Physical Activity Finder on the Glasgow Life website.		

		International Conference on Health Inequalities and the Impact of Community Based and Person-centred Approaches on Wellbeing https://www.glasgowlife.org.uk/22437 The aim of the conference was to collaboratively consider the impact of community based and person centred approaches to wellbeing against the backdrop of health inequality. Speakers featured representatives of the University of Strathclyde , Public Health Scotland and Glasgow Life. A series of post event online webinars with European colleagues are being planned to focus on shared challenges and opportunities which will be rolled out over the coming year. A follow up meeting has been held to discuss an ongoing partnership with University of Strathclyde and agree how research could be developed to support collective strategic aims. The conference provided an opportunity showcase best practice within Glasgow to major European cities including Budapest and Cologne with regards to community/person-centred approaches to health and wellbeing. Glasgow Life hosted the European City Athletics Challenge 2023 on 14 October 2023 at the Emirates Arena, welcoming athletes from Berlin, Brussels, Helsinki and Cardiff to participate in an Under 18 athletics challenge match.			

		A series of European Capital of Sport podcasts was developed with GO Radio and launched on the 21 August 2023. To date 4 podcasts have been released. https://www.glasgowlife.org.uk/sport/european-capital-of-sport-2023/get-active-glasgow Glasgow's Sport Awards 2023 hosted by the Lord Provost took place at the Sir Chris Hoy Velodrome on 27th November 2023.			
Maximise the impact of the UCI	**Complete – August 2023**	Over 500,000 spectators enjoyed the world-class sporting action as Glasgow hosted the inaugural UCI World Cycling Championships, either lining the streets or at the city's five cycling competition venues, and at 50 GO LIVE! free cultural and community participation events. From the official fan-zone in George Square, where 65 acts took to the stage showcasing the best of Scottish arts and culture, to family days in communities across the city, the varied programme of activity ensured there were ways for everyone, whether sports fans or not, to get involved, soak up the atmosphere and have some fun, whilst connecting with this world-class event. The event was supported by 1,800 volunteers, known as the Champs Clan, playing a vital role in supporting everything that went on at competition venues and across the city.	**Complete – August 2023** Evaluation and key outcomes of the event will be announced on 8th February 2024. Legacy outcomes that will be monitored and included in future strategic plan updates to this committee include: • Investment in cycling infrastructure and active travel, • Community Participation in Cycling, • Knowledge, expertise and reputation and	**Glasgow Life**	**Green**

		To support the city's commitment to making cycling accessible and inclusive the city has invested £3m in an activation programme and legacy projects. Initiatives to inspire more local people to try out or return to cycling, and make it an activity for life include schools participating in 'Getting Glasgow's Girls on Bikes', BMX taster sessions, and making use of the Learning Through Cycling cross-curricular resource pack, to the refugees and asylum seekers living in the city, who are members of community cycling groups benefiting from the Go Cycle Glasgow Fund. The Go Cycle Glasgow Fund is one of several community-focused initiatives created by Glasgow Life as part of its 2023 UCI Cycling World Championship activity, supporting community groups across Glasgow to create cycling projects that are both accessible and sustainable. Already 29 community groups have benefited from more than £160,000 of funding and with Buchanan Galleries owner Landsec recently on board as the fund's official partner, there is now an additional £50,000 to support more projects.	• Events		
Introduce community referrals to encourage wider participation in sport, culture and physical activity programmes and improve collaboration within the health and wellbeing sector.					

Action(s)	Milestones	Progress and Performance May-December 2023	Planned Activity 2024	Lead Service	RAG
Expand Live Well Community Referral Programme (Link to Live Well Community Case Study)	**Continued delivery in pilot areas North East of the city.** **Engagement with potential funders.**	As of 21st December 2023, there have been 265 referrals, with the main referral reasons being: to increase physical activity, connect with community and low mood/mental health or social isolation/loneliness. A paper was presented to the WECCE Committee on 9th November 2023 giving an overview of the Live Well Community Referral initiative, setting out initial evaluation findings from the pilot programme, and outlining ambitions to expand if additional resources are secured. There was a Media release on 16th November 2023 to coincide with receipt of the final external evaluation report from Social Value Lab - https://www.heraldscotland.com/news/23927361.live-well-community-referral-glasgow-scheme-showing-success/ Bailie Christie hosted Jenni Minto MSP, Minister for Sport, Public Health and Wellbeing to a visit to the Live Well Community Referral pilot on 21st November 2023. Police Scotland continue to make referrals in the pilot area and further briefing sessions for local officers are scheduled for January 2024.	Engagement with potential funders at a city and national level, including Scottish Government, GCC and HSCP regards Live Well Community Referral (LWCR) expansion ambitions for 2024 onwards Build on positive feedback from evaluation report to begin transition from pilot to mainstream programme. Delivery of LWCR continues in the pilot areas in the NE of the city	**Glasgow Life**	**Green**

Protect the vital role of libraries, involving local communities and campaigners in the future Vision for Glasgow Libraries, including exploring the potential for council libraries to become 'repair and reuse hubs', and 'libraries of things' and, and explore the feasibility for secondary school libraries to be accessible by the public.					
Action(s)	**Milestones**	**Progress and Performance** **May-December 2023**	**Planned Activity** **2024**	**Lead Service**	**RAG**
Refresh the Vision for Glasgow Libraries	**Complete – May 2023**	**Complete**	**Complete – May 2023**	**Glasgow Life**	**Green**
Develop an action plan to support the Vision for Glasgow Libraries	**Complete – January 2024**	Consultation with library stakeholders took place during September and October 2023. Their feedback has shaped the final action plan which includes commitments to support and collaborate with partners delivering services promoting community-based circular economy activity such as re-use, repair and share provision including toy libraries and tool libraries, positioning libraries as a focal point for climate action.	**Complete – January 2024** Progress on the Vision for Glasgow Libraries will be reported on an annual basis to the Operational Performance and Delivery Scrutiny Committee as agreed at CAC on 4th May 2023.	**Glasgow Life**	**Green**
Glasgow Life Libraries' health, wellbeing and welfare provision	**Operational delivery - 2023/24**	Glasgow Life Libraries continue to offer a wide programme offering support to all citizens, acting as centres of information, guidance and support through: • Co-location of services • Family Finance Key Workers • Universal Credit Support • Family Support (Early Years & Primary)	Glasgow Life Libraries will continue to build on its health, wellbeing and welfare programmes and to identify and secure external sources of funding to support the delivery of programming to combat the impact of the cost of living crisis.	**Glasgow Life**	**Green**

		Co-location **Jobs & Business Glasgow** have 45 outreach sessions offered every week across 24 community libraries. Glasgow's central **Citizens Advice Bureau** is based in the Mitchell Library and the bureau also delivers in 7 of Glasgow Life's community libraries. **Family Finance Key Workers (FFKW)** **(Link to Family Finance Key Workers Case Study)** The FFKW Quarterly report was submitted to the Scottish Government on the 19th of January 2024 and evidenced a 62% increase in referrals for Key Worker support in 2023. Given the rising demand for the service, additional funding was secured in June 2023, allowing five new Key Workers to join the team in September 2023. The team are currently supporting a caseload of 282 parents across the city. Between May and December 2023 the team supported: • 50 parents to secure long term sustainable employment – a combined increase in income through employment totalling £715,000. Jobs secured include Addiction Support Worker, Ascetic Practitioner, NHS Support Worker, Medical Receptionist, Logistics driver, Self-employed Kimichi business, Cleaner, Social Care Worker, Bus Shelter Assembler and Support for Learning Worker. • 55 parents to gain accredited qualifications, from HNCs in Health Care to NQ in Hairdressing,			

		SCQF in Mental Health, HND in Beauty and an SIA Diploma in Public Service Interpreting. • 104 parents to access unclaimed benefits, rationalise household debt and access food and fuel top-ups, securing a further £237,578 in financial gains. • Over the Christmas period the Key Workers distributed additional food vouchers, groceries, and toys to families most in need. **(See Appendix 4 for more detail on the impact of this programme)** Based in Glasgow Life Libraries and funded by the Scottish Government's Tackling Child Poverty programme (which is managed by GCC's Chief Executive's Department), the FFKW programme is delivered from all Glasgow Life Libraries, Welcome Places and partner venues including educational settings and Barlinnie prison. The service provides intensive one-to-one mentoring to lift working families out of poverty by focussing on employability and financial capability. The service is offered on both an appointment and drop-in basis and works with families to overcome barriers to learning, training and employment opportunities as well as offering financial inclusion support from budgeting advice to welfare rights, one off grants and debt resolution. In response to the cost-of-living crisis FFKW now triage enquiries, offering same day support for those with immediate crisis needs such as food, fuel and housing.			

		Referrals come from a wide range of partners including GCC Education, Schools Based Financial Inclusion Support Officers, Jobs & Business Glasgow, Glasgow Helps, Enable, Money Matters, and the Glasgow Life Universal Credit team. **Family Support and Engagement** The Family Support and Engagement team delivers a bespoke needs-led service for families living in the Bridgeton and Gorbals areas of the city. This service is delivered from 4 nurseries and 4 primary schools and targets parents with children up to 7 years of age. Between April and December 2023 205 parents received direct support from the team: • 111 parents attended learning sessions. • 35 parents participated in health and wellbeing courses. • 17 parents were supported to take up volunteering opportunities. • 250 parents attended engagement activities such as holiday programmes, financial inclusion, and wellbeing events. • 221 referrals were made to partner organisations (Foodbanks, Money and Benefits Advice, FFKW and employability) **Universal Credit (UC) Support** **(Link to UC Case Study)** Based in Glasgow Life Libraries this 'Assisted Digital' service funded by the 'Tackling Child Poverty Pathfinder' via GCC's Chief Executive's Dept provides a safety net for all UC applicants in the city with a focus on those who lack essential digital skills		

		to apply for and maintain a UC claim. The team provide one-to-one support, including translation services where appropriate, to lodge a successful UC claim. The service has a 94% success rate for UC applications – UK average is 70%. Between May and December 2023 there were: • **1,388** UC enquiries into library project • **510** enquiries supported by telephone • **878** people supported in person (**181** within HMP Barlinnie) • **207** translation support sessions booked The service was delivered from 17 community libraries, and Barlinnie Prison. Approximately 25% of service users require translation support. The service offers a range of ongoing support and advice to enable applicants to successfully maintain their claim and uses an holistic needs assessment and online referral tool to connect clients to the support services most relevant to their needs. Clients are helped to move on to employment, or training, in the last 7 months the Universal Credit project has referred 39% of customers to specialist learning or employability providers such as Jobs and Business Glasgow, Glasgow Life's Family Finance Key Workers or Digital Learning Teams. Examples of these support services include: • Essential digital skills: Our in-house Glasgow Life course covers basic digital skills, maintaining your UC Journal, online job searching and applying for jobs online. The Glasgow Life Digital Learning			

		team have also increased outreach work with target groups such as older people, homeless, one parent families and ESOL learners, providing essential digital skills training in community settings, encouraging learners to progress on to SQA accredited qualifications which enhance employability. • Accessing Crisis Grants and Community Care Grants from the Scottish Welfare Fund to bridge the five-week UC wait. • Accessing emergency fuel payment assistance. • Support to access a basic bank account from specialist Scot Cash advisors. • Employment advice from Jobs & Business Glasgow advisors. • Council Tax Reduction and Discretionary Housing Benefits advice from GCC Revenues & Benefits team. • Debt and Financial inclusion advice. • Emergency food parcels and access to local Foodbanks. • Follow-up sessions to support clients as they progress towards work. • ESOL classes and language support. The Service will expand to 20 libraries from January 2024. **(See Appendix 3 for more information on impact of this activity)** As the **GCC Revenues and Benefits service (Housing benefit, Council Tax)** is now only delivered online Glasgow Life Libraries offer support to those who lack the digital skills to access the service online.			

		From April to December 2023 there were: **842** R&B enquiries (**536** telephone enquiries, **306** supported in person).			
Universal free provision in Glasgow Life Libraries	**Operational delivery – 2023/24**	The core offer of Glasgow Life Libraries is free, which includes core programming such as Bookbug, book groups and school class visits. Visits to Glasgow Life's Libraries have performed strongly against target in 2023/24 with over 3m visits at the end of December, exceeding target by 20.6% (513,653). This includes 1.6m physical visits to the city's libraries, 31.7% (384,037) above target, and 1.4m virtual visits, 10.1% (129,616) above target. Glasgow Libraries' comprehensive stock collection has yielded 1.4m book issues across the city, 14.7% (178,836) above target and there have been 241k free PCs sessions in 2023/24, which is 17.0% (34,789) above target. Glasgow Life Libraries continued to act as Welcome Spaces over winter 2023/24.	During 2024, further staff training will be prioritised to support increased free programmed activity across all Libraries. During 2023 30 libraries provided Bookbug sessions, with a target to have this delivered within all libraries during 2024 and increase the overall number of sessions to meet increasing demand. Glasgow Life Libraries will work with colleagues in Glasgow City Council Education Services to increase uptake in the school's class visit programme, enabling Glasgow's school children to engage with their local library offer. Glasgow Life will continue to promote libraries as a place for reading and will grow the number of book groups supported by Glasgow Life Libraries from the 67 book groups supported across 22 libraries within 2023.	**Glasgow Life**	**Green**

Secure investment for the People's Palace and Winter Gardens.					
Action(s)	**Milestones**	**Progress and Performance** **May-December 2023**	**Planned Activity** **2024**	**Lead Service**	**RAG**
Secure investment for the People's Palace and Winter Gardens	**Confirmation of National Lottery Heritage Fund – January 2024**	Following approval at CAC on 17th August 2023, a round one application to the National Lottery Heritage Fund was submitted. On 17th January 2024 Glasgow Life confirmed that initial development funding of £850,000 had been secured. The Heritage Fund grant enables Glasgow Life to engage with more of the city's communities so every aspect of this exciting opportunity to retell the story of Glasgow and the city's heritage is informed by their views, in addition to making the building more accessible for all and improving its environmental sustainability. A £500k application to Historic Environment Scotland has also been successful.	The development phase will take around 16 months and will facilitate work with Glasgow's diverse communities to discover how the museum can best tell the city's stories, making sure more people's heritage is on display in the refreshed museum. It will lead to a Heritage Fund second stage application, which will secure an additional £6.65 million of support. The cost of the People's Palace and Winter Gardens project is £35.9 million. Glasgow City Council has already committed £2.9 million to the project. A further £11m contribution will come from Glasgow City Council, while Glasgow Life continues to work with other public and private sector funders to secure the remaining investment required.	**Glasgow Life**	**Green**

GRAND CHALLENGE TWO – Increase opportunity and prosperity for all our citizens					
MISSION 2: **Support the growth of an innovative, resilient and net zero carbon economy**					
Deliver the Glasgow Tourism and Visitor Plan to deliver significant targeted visitor spend to the economy.					
Action(s)	**Milestones**	**Progress and Performance** **May-December 2023**	**Planned Activity** **2024**	**Lead Service**	**RAG**
Refresh the Glasgow Tourism Strategy to 2030	**Complete – October 2023**	The refreshed Tourism Strategy was presented to the Economy, Housing, Transport and Regeneration City Policy Committee on 15th August 2023. The City Administration Committee (CAC) approved the strategy on 28th September 2023 and the official launch took place with industry and stakeholders on 26th October 2023. The strategy can be read here: Glasgow Tourism 2030 Strategy	**Complete - October 2023** Progress on the delivery of the Glasgow Tourism Strategy will be reported to the OPDSC on an annual basis.	**Glasgow Life**	**Green**
With partners deliver the two year action plan to support the Glasgow	**The 2 year action plan will be live by Feb 2024.**	Glasgow's Tourism Strategy to 2030 will be supported by a two-year action plan, from January 2024 to December 2026 to ensure there is a focus on short to mid-term delivery. The actions will be co-curated by all stakeholders, industry and partners.	The two-year action plan will run from February 2024 to December 2026. Actions will be led by a variety of stakeholders and industry.	**Glasgow Life**	**GREEN**

Tourism Strategy to 2030		Actions will include a refreshed target for the value and volume of Tourism to the city by December 2026, as well as projecting targets for Tourism in Glasgow to December 2030.			
Support the development of Glasgow's Cultural Strategy					
Action(s)	**Milestones**	**Progress and Performance** **May-December 2023**	**Planned Activity** **2024**	**Lead Service**	**RAG**
Support the development of Glasgow's Culture Strategy	**The Culture Strategy will be presented to the CAC on 8th February 2024.**	A paper was presented to the WECCE Committee on 9th November 2023 giving the Committee an update on the programme to develop a Culture Strategy for Glasgow, providing a first draft of the strategy, outlining emerging themes for review, and an update on the engagement process for the draft strategy. This phase of strategy development involved testing the themes emerging in the first draft of the strategy with Glasgow's Culture Forum and GCC committees to ensure that they are right for the city and sector, identify gaps, and develop initial actions as well as the contributions the sector can make to the delivery of the strategy. Stakeholder, sector and citizen engagement took place to test the emerging themes and	The Consultants will build on feedback to develop final draft of Glasgow's Culture Strategy and action plan for approval. A final version of the strategy will be presented to the City Administration Committee in February 2024. Planning for the launch of the Strategy will be completed in early 2024 with the launch expected in Spring 2024.	**Glasgow Life**	**Green**

		proposed priorities in the draft strategy over autumn/winter 2023. Mechanisms for engagement were put in place to ensure the engagement was accessible, provided guidance to encourage response and allowed feedback to be captured in a way that informs the future. This included: • An online consultation which took place over four weeks in October 2023 with accompanying survey provided to structure feedback and capture demographics. • A workshop with Glasgow's Culture Forum which brought together sector feedback on the draft. • All stakeholders who engaged in Culture Strategy workshops over the summer were sent the draft and invited to provide feedback via the survey • GCC Elected members were given opportunity to comment via the meeting of the WECCE in November 2023. • Presentation of the draft Glasgow's Culture Strategy at key citywide cultural networking events • Ongoing engagement with national and local partners to develop the potential opportunities identified in the work undertaken in creating Glasgow's Culture Strategy			

		• Engagement at a national/international level where recognised good practice can be shared, eg the process of developing Glasgow's Culture Strategy was shared at the Eurocities Cultural Forum. Positive feedback was received across all mechanisms. The Culture Forum discussed feedback from the online survey and culture sector received via the consultation. This was used to develop the Action Plan which will accompany the strategy.			
Provide a community programme promoting equity of access to creative and cultural activities		Through its Creative Communities programme Glasgow Life provides free and equitable access to creative and cultural activities including: **Artists in Communities** Phase 4 of the programme concluded in September 2023. During this phase, 15 artists were commissioned to work across the city to develop creative projects with communities in direct response to local needs. Projects supported were wide ranging include visual art, music, film making, storytelling, community events and poetry. Project outputs formed part of the Go Live! communities programme during the UCI 2023 Cycling Championships. Through Glasgow City Council's Green Economy Unit £100k funding has been provided	**Artists in Communities** Continuation of this programme is dependent on identification of funding. The Green Economy Phase of the Artists in Communities	**Glasgow Life**	**Green**

	Green Economy Phase of Artists in Communities concludes - 31 March 2024 **Continue to develop community touring programme – ongoing**	from the UK Shared Prosperity Fund to support five subsequent artist residencies from October 2023 to March 2024 aimed at improving citizen and community engagement with, and progress towards, a net zero carbon, climate resilient economy, building on work previously undertaken, including during the UCI World Cycling Championships in 2023 and COP26. **Community touring** Dementia Friendly Concerts have been taking place monthly in care homes across the city. Patrons have regularly shared with Glasgow Life the importance of these concerts in stimulating memories and connection, and creating shared social experiences for people living with dementia. Glasgow Life's community show has been bringing Christmas cheer and high-quality theatre experiences to the places where people live at prices they can afford since 2009. In winter 2023 Raymond the Reindeer's Rockin Christmas Dance party provided a fun-filled and low-priced show (£3/2) for 956 attendees across 10 venues. Free performances took place at Lodging House Mission.	programme will conclude on 31st March 2024. **Community touring** As part of Celtic Connections a programme of family ceilidhs are taking place in venues around Glasgow in January 2024, including at Kelvingrove Art Gallery and Museum and Maryhill Central Community Halls. Also in January, Big Angie will take to communities' stages with a preview of her Glasgow Comedy Festival Show with a music tour to follow in spring. Performances will take place at Lodging House Mission, BCDC Residents Centre (Barmulloch), Knightswood Community Centre and the Pearce Institute.		

Deliver Tramway Beyond Walls programme	**Operational delivery – 2023/24**	Tramway's Beyond Walls programme delivered four performances of Commonwealth and FUEL's 'Peaceophobia' in Q-Park, Merchant City car park with audience of 440 Three 'Peaceophobia' engagement sessions took place across 4 schools and community organisations with 100+ participants taking part. Tramway Beyond Walls delivered a programme of outdoor engagement across summer 2024 including: Two Tread' dance performance from Walker Movement Theatre Company with ticketed audience of 140. Four 'Wheel See' dance performance from Aya Kobayashi and Monika Smekot as part of UCICC at venues across city including The Burrell with ticketed audience of 440. One walking tour, exploring grief and loss made with 17 participants from Amina Muslim Women Resource Centre. Two functional seating / planting Public Art Commissions were installed in two 'pocket parks' in the immediate locale of Tramway. The commissions were delivered from inputs from one school and two local groups with approximately 100 participants.	Tramway Beyond Walls will deliver 4-6 outdoor performances across Summer 2024 in the locale of the venue's building, while one Street Art project will be delivered in partnership with SWG3 in the immediate locale of Tramway.	**Glasgow Life**	**Green**

MISSION 4: Support Glasgow to be a city that is active and culturally vibrant					
Monitor and deliver Glasgow's Community Learning and Development Plan					
Action(s)	**Milestones**	**Progress and Performance** **May-December 2023**	**Planned Activity** **2024**	**Lead Service**	**RAG**
Lead the monitoring and delivery of Glasgow's Community Learning and Development Plan	**Glasgow's Community Learning Strategic and Action Plan refresh – 2023/2024.** **CLD Strategy Plan and Action Plan 2024-27 presented to WECCE for approval – Autumn 2024** **Complete the annual self-**	In September 2023 the Community Learning and Development (CLD) Progress Report 2022/23 found that the Glasgow CLD plan 2021-24 was being implemented effectively and contributing to the city's priorities, and that the city's CLD provision continued to adapt and respond to individual and collective needs and challenges, including the cost of living crisis. On 18th January 2024 the final monitoring report for this plan was presented to the WECCE Committee. Glasgow Community Learning and Development Strategic	Glasgow Life will lead GCLDSP in engaging and consulting to create the next CLD Strategic Plan and Action Plan 2024-27 which will be presented to the WECCE Committee for approval in autumn 2024. Glasgow Life will work with Glasgow City Council to embed the city's CLD planning and reporting in the 2024-27 Glasgow Community Action Plan (CAP) and Performance Framework. The online system developed to report performance for CLD deliverers across the city will be further developed.	**Glasgow Life**	**Green**

	evaluation of the strengths and areas for development of the CLD partnership - annually **Provide all relevant CLD data and impact information to the independent Scottish Government review of CLD in Scotland – 2023/24** **Coordinate and provide relevant CLD partnership information and data to Education Scotland to conduct the Glasgow CLD Strategic Plan**	Partnership, (GCLDSP), chaired by Glasgow Life, is responsible for co-producing the city's three-year Community Learning and Development Plan 2021-2024, and overseeing its implementation through the CLD Action Plan 2022-24. Annual reporting against the new CLD Performance Framework was standardised for delivery partners across the city and facilitated using a new online submission. Glasgow Life provides a range of programmes and activities including the development of digital skills, ESOL and literacy and numeracy. In 2022/23, this saw Glasgow Life deliver: **Digital learning** – Between May and December 2023 the Digital Learning Team delivered training to 527 individual learners from 14 libraries and 12 community outreach locations.	GCLDSP will review how effectively CLD is being reported and improved reporting is being promoted utilising KPIs. GCLDSP will contribute to the Scottish Government independent review of CLD in Scotland to be conducted by Kate Still. The review will take place from December 2023 to June 2024. GCLDSP will provide focus group representatives, learners and key documentation and evidence. Education Scotland will make a Progress Visit to assess our progress with the GCLDS Partnership Strategic Plan, our Leadership, Governance, and Impact on the CLD Outcome Action Plan, between January to March 2024.		

	review 2021-24 – December 2023-June 2024	**Glasgow Code Learning (GCL)** (Link to GLC Case Study) A free Code Academy offering flexibly delivered digital coding skills for employment in the Digital Sector. Between April and December GCL delivered training to 336 students with 136 achieving accredited qualifications to date. • 49% of GCL learners are unemployed, 10% of whom have been unemployed for 5 years or more. • 20% of GCL learners have physical or mental health conditions. • 32% of those on basic level courses are from an ethnic minority. **ESOL** – There was 1,939 hours of learning across 1,074 sessions, engaging 913 learners. **Adult Literacy and Numeracy** – There were 1,412 hours of			

	Support GCC Education's submission of UNESCO Learning City Award application – 2024.	learning across 908 sessions, engaging 137 learners.	Glasgow Life will support Glasgow City Council Education in the development of a UNESCO Learning City Award application for submission in 2024 and is supporting the development of CLD content from Glasgow Life and on behalf of Glasgow CLD Strategic Partnership for the Glasgow UNESCO Learning City website.		
Manage the Multiply adult numeracy funding on behalf of Glasgow City Council	**Development of Partnership agreements with Glasgow Colleges – 2023/24**	Glasgow Life presented recommendations for the allocation of funding to the City Administration Committee in April 2023. As part of a UK Government initiative to improve adult numeracy, Glasgow was awarded a total of £4.5 million through the UK Shared	Develop and put in place Partnership Agreements for 2024/25 to Glasgow Colleges and monitor delivery of programmes in line with agreed activity and budget. Financial and delivery activity reports will be submitted to GCC Economic Development	**Glasgow Life**	**Green**

		Prosperity Fund to deliver the Multiply initiative. An allocation of £3.14m is available in 2023/25. The new grant scheme will use £1.39m of this funding to create learning opportunities across the city for local people and their communities. The Multiply Grant Scheme supports free learning opportunities for adults aged 19 and over who live, work, study or volunteer within Glasgow to improve numeracy, change attitudes, and build confidence. Learning opportunities include courses that enable adults to achieve qualifications up to and including SCQF Level 5. Glasgow Life is responsible for the design, promotion and administration of the Glasgow SPF Multiply Grant Scheme which includes promotion of the programme, leading on grant application assessments; submitting grant recommendations to the	Team, Glasgow CLD Strategic Partnership, Local Employability Partnership, Glasgow City Region Shared Prosperity Fund team and GCC City Administration Committee. Progress reports on the delivery of the Glasgow CLD Plan will also capture Multiply activities.		

		Glasgow CLD Strategic Partnership and to Glasgow City Council for approval; issuing awards on behalf of Glasgow City Council; reviewing and reporting on monitoring information and issuing payments.			
Develop a new Physical Activity and Sport Strategy for Glasgow					
Action(s)	**Milestones**	**Progress and Performance** **May-December 2023**	**Planned Activity** **2024**	**Lead Service**	**RAG**
Develop a new Physical Activity and Sport Strategy for Glasgow, working with a mix of partners and key stakeholders from across the city	**Presentation of Physical Activity and Sport Strategy to WECCE - Autumn 2024**	Glasgow Life is working with city stakeholders and partners to develop a new Physical Activity and Sport Strategy to reflect city and national priorities, including the cost of living crisis. A steering group and working group have been established, have agreed terms of references, and met to agree scope and responsibilities. In November 2023, it was agreed that the working group would use the Public Health	February 2024: a tender to procure consultancy support will be submitted. The consultant will support with designing and delivering the consultation and engagement plan, and drafting the strategy and action plan. April to June 2024: consultation process. July 2024: consultation findings reported to steering group, Glasgow Life, and the Public Health Oversight Board.	**Glasgow Life**	**Green**

		Scotland framework, A systems-based approach to physical activity in Scotland, to support the development of the strategy. This framework provides a structured approach to strategy development and details the tasks required to achieve this. Stage one, where a commitment is agreed on the approach, is now complete and a plan of work has been agreed to achieve the subsequent stages.	August 2024: Draft strategy presented to steering group and Glasgow Life September 2024: Final strategy presented for sign off to Glasgow Life board, WECCE and City Administration Committee ahead of the planned launch.		

Appendix 2 – Commitments delivered by Glasgow City Council Chief Executive Department

GRAND CHALLENGE ONE Reduce poverty and inequality in our communities					
MISSION 1: **End child poverty in our city using early intervention to support families**					
Commitment 1 Prioritise anti-poverty policies and actions to improve wellbeing and tackle root causes of poor health.					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
Network of Welcome Places to provide access to a warm, welcoming and safe space that supports citizens to reduce fuel costs, build social connections and secure support and advice.	Free refreshments offered from all GL libraries from 1 October 2023 as part of winter 23/24 delivery. 7 3rd sector venues operational Areas where learning from the initiative could inform improvements in the overall model of delivery to be examined.	Working in partnership with GCVS Welcome Places extended out to 7 3rd sector venues across the city to provide support over winter. All Glasgow Libraries continue to offer refreshments as part of the Welcome Places approach until 31 March 2024 in line with the end of the winter 23/24 period. Where required, additional programmed activity aimed at families has been provided at libraries to support the cost-of-living crisis.	A further report updating on winter 23/24 delivery of Welcome Places will be presented to the WECCE Committee on 30 May 2024.	Chief Executive's / Glasgow Life	**Green**
Commitment 2 Prioritise Glasgow's most vulnerable households while continuing to deliver universal support services					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
Make a House a Home: package of support to women	Project established Max award agreed at £1,000.	Within the 23/24 Financial year, the funding from the Cost-of-Living fund has supported	Continue to monitor the programme for innovative ways to	Chief Executives	**Green**

with children who are affected by gender-based abuse, who either have, or are working towards securing, access to their children. This will complement provision from Scottish Welfare Fund.	The funding was used from the first day of fleeing abuse right through to permanent tenancy and by gaining home essentials such as soft furnishings. The project has assisted women to remain resilient and sustain tenancy.	around 122 clients with 178 children. The average financial support package equates £780 per family and has been used for items such as soft furnishings, children's bedroom items and a first shop for the new home. In year 22/23, 194 women and 387 children were supported with an average financial award of £762.	support women and children affected by gender based abuse, taking cognisance of the lived experience of women. Investigate opportunities to work in partnership with Glasgow Helps		
Bespoke support to lone parents to move into suitable and sustainable education and employment opportunities (OPFS employment project)		Project funding ended Sept 23. 120 parents have engaged with the service to date. The Financial Gains for parents for the duration of the programme are £396,833 with some benefit decisions sill to be made. 8 parents entering employment and 20 sustaining jobs and being supported to do so. 20 parents were supported 15 to access appropriate childcare. 38 parents have accessed training and gained qualifications to support them to build their skills and confidence.	OPFS sustained this service until end December 2023 with GCC funding January - 31st March 2024. OPFS working to submit tender documentation for 2024/25 funding.	Chief Executives	**Green**

		The service has also supported 10 single parents to sustain their college courses. 37 parents were supported with debt advice.			
Commitment 5 Review the Poverty Leadership Panel as a reference group to ensure that lived experience is at the heart of our response and that we are responding appropriately, where we can, to the cost-of-living crisis.					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
An independent review of the PLP has been conducted by a Research Associate from the School of Education, University of Glasgow, as part of the Glasgow Child Poverty Pathfinder's research-practice collaboration.	A first draft report was submitted in Autumn 2023 and based on an initial round of feedback from the commissioning team the final review report was submitted for consideration in Winter 2023.	The final report is still to be fully considered and discussed by the PLP partners.	Issue the PLP Review Report to PLP partners for review and feedback. Consider next steps regarding the PLP based on the review report's recommendations as well as feedback from the PLP partners.	Chief Executives	**Green**
Commitment 6 Continue to deliver the Glasgow Helps project.					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
Citywide person-centred offer to support vulnerable	Staff recruited and service launched May 2022	Stats from 9th May 2022- 31st December 2023 Inbound Contact: 18,063	Complete recruitment and embed team	Chief Executives	**Green**

citizens using the 'right support in the right place at the right time'	Developed the Glasgow Helps in Early Education establishments campaign Service integrated in to core city budget in September 2023 Service restructured based on learnings from first 18 months of delivery Increased partnership working with ICJ/LTC team to develop team with Holistic Support offering Increased partner involvement	Outbound Contact: 27,844 (measure ended in October 2023 with transition to new system) Holistic Needs Assessments: 2,216 Continual development and refinement of Glasgow Helps model of support Development of outreach offering, delivering outreach in partnership with other organisations Advice Pro system built and rolled out in the service Continued to build network of partnerships and referral pathways across public and third sector and RSLs	Develop understanding of the operational impact/requirements of new team structure Continue to work with colleagues in HSC Connect and Live Well to better understand supports in place already Review and refine Advice Pro system to ensure service delivery needs are met		
Commitment 7 Continue to work to maximise incomes for all low-income households, including those households in work.					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
Financial Inclusion Support Officer in schools project	Provision of service moved to a single provider model.	Currently live in 47 schools (29 secondaries, 17 primaries and 1 ASL school)	Continue to support transition to a single FI provider model. Monitor	Chief Executives	**Green**

across the 29 secondary schools and commence expansion to primary schools		FI providers secured and monitoring arrangements agreed **Impact/Outcomes** 1,014 clients accessed the service of which 672 have been supported to secure financial gains (April 2023 - December 2023) **Debt Managed** 135 clients supported with debt with total of £913,709 debt managed (April 2023 - December 2023) **Poverty Drivers** Cost of Living - 19% of total financial gains Income from Social Security - 81% of total financial gains **Priority Groups*** 53% Lone Parent Families 14% Families which include a disabled adult or child 42% Families with 3 or more children	outcomes and focus resource accordingly.		

		72% Minority Ethnic Families *Please note a client can appear in more than one priority group			
Commitment (Emerging) Deliver Glasgow's Child Poverty Pathfinder					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
The council are Working in collaboration with partners from across the public and third sector, are implementing a Child Poverty Pathfinder in response to the unacceptable level of child poverty in the city.	Review of first 18 months of the pathfinder Continued stakeholder engagement across wide range of partners with good progress on No Wrong Door sign up Continue work around addressing system failure and turning 'barriers to enablers'. Good progress with data sharing and continued dialogue with SG re funding flexibility and policy alignment Continued evaluation of the pathfinder supported by academic partners	Significant progress with alignment across Community Planning and Children and Families in HSCP 130+ partners across 3rd sector and RSL's signed up to next steps in No Wrong Door Development Latest gateway review document completed indicating good progress with multi agency working and whole system change	Attention turning to the next phase of the pathfinder with particular attention paid to building on alignment and willingness across GCPP Partners and Children and Families in HSCP	Chief Executives	**Green**

Appendix 3 -Live Well Community Referral Participant Case Studies [1]
(Link to Live Well Community Referral report information)

The following case studies are real examples of people who have received support from LWCR health and wellbeing advisers, informed by case notes and face-to- face interviews. Names have been changed to protect their anonymity.

Angela

Background and motivation

Angela is recovering from alcohol addiction and has mental health issues including anxiety. She says that she felt isolated and disconnected from the wider community. She met the health and wellbeing adviser at the Renew recovery café and talked about her wish to find activities in the community to improve her mental health and feel less isolated. She also wanted to get fitter, having gained weight as a result of the medication she was taking.

Support and activities

The health and wellbeing adviser suggested activities for Angela and accompanied her to her first sessions. She really appreciated the support, and the ability to reach out to her adviser with any personal issues and concerns.

"She knows my level of fitness and what I can and can't do."

Angela has attended the Healthy Body, Health Mind classes in Helenslea and Singing for Fun in Calton. She has also signed up for health walks and the adviser obtained a pass for the Glasgow Club gym near her home which has been using several teams each week. The team have also helped her get a travelcard.

Impacts and looking forward

Her awareness of and involvement in local groups has really increased and she is taking part in lots of activities, sometimes several in a single day. Angela said this has had a significant impact on her daily routine and she is now much more active and spending more time out of the house than before. She plans to continue with her activities and feels more confident doing community activities and meeting new people. She was particularly grateful for the friendships she had made, remarking that she had:

"[made] friends for life now." "[met] the people I was lacking in my life."

She talked about the non-judgmental space these activities provide, where group members can just come along and have fun. While she felt it was not easy getting to know people at the start, she has connected with others who have gone through similar experiences, including addiction.

"These groups have been a support network for me. For my recovery this has been invaluable."

The support has helped in other simple ways, there was a time she would avoid phone calls and contact when she felt anxious or under pressure but the health and wellbeing adviser has helped to change that.

"These activities have made me less lonely and isolated, I have met new people and am hearing about other activities I might try in the future. I am enjoying mixing with other women and I feel safer." "It's really changed my life."

[1] Source: Evaluation of Live Well Community Referral, Social Value Lab, November 2023

Appendix 4 – Glasgow Life Libraries' health, wellbeing and welfare provision - Case Studies and Testimonials

Family Finances Key Workers
(Link to Family Finances Key Workers report information)

Mary is a 38-year-old mother to 4 children; she is originally from Libya and has a very limited support network in the UK. Before engaging with Family Finances Key Workers Mary had never worked in the UK. She held an undergraduate degree and was interested in becoming a Pharmacy Assistant; however, she faced multiple barriers to achieving her goal.

Experiencing severe financial hardship, Mary initially sought help from her children's schools based Financial Inclusion Support Officer (FISO). The FISO recognised that Mary would require intensive support to help her to secure a sustainable solution to her money worries and referred her onto FFKW. Mary was assigned a dedicated Key Worker who met with her twice a week in her local Glasgow Life library, and together they created an action plan which built on her existing strengths and family needs.

Mary's Key Worker supported her to gain a place on, and complete, a VESOL social care course which was delivered by the Bridges programme. This course focused on specific ESOL for the workplace and helped her to learn and understand the language used in a pharmacy setting. Mary undertook CV workshops, job searching activities, goal setting, and mock interviews. Mary was then further supported to secure a work placement within a local pharmacy.

Mary, her Key Worker and her work place supervisor identified a GPhC accredited Pharmacy Healthcare Assistant course which would provide her with the necessary qualification for employment in the pharmacy sector. Mary's Key Worker utilised the Family Finances Training and Support fund to pay for the GPhC course fees, which would otherwise have been unaffordable on Mary's household income.

Mary successfully completed the one-year course giving her a professional qualification in pharmacy dispensing. Her Key Worker then supported Mary to prepare and apply for roles in the sector and she soon secured a permanent position as a Trainee Pharmacy Assistant with Boots the chemist. Her new job provides Mary with a steady income as well as opportunities for progression.

Mary continues to receive mentoring support from her Key Worker and has recently registered to complete the Boots Pharmacy Advisor Programme. Upon completion of this course her income will increase again.

"I am so very grateful for all of the support that I have had. I have a qualification that matches my degree, have got a job and I don't have the same worries about money. I am much happier now and my family are happier now. I couldn't have achieved this without my Key Worker".

Universal Credit Support
(Link to Universal Credit Support report information)

1. Mohammed and Soheyna are Asylum Seekers who were living in a homeless unit with their two young children while waiting to be allocated permanent accommodation. The family were referred to apply for Universal Credit at Ibrox Library and were very anxious about the basics of food and money when the first contacted the UC Advisor:

"With the help of the interpreter I reassured the family about the immediate help we could offer and made sure they understood the requirements of Universal Credit (maintaining a journal etc.) - the translator communicated this all to the customer. I did have some concerns about difficulties Mohammed and Soheyna would face keeping their Universal Credit Account up-to-date due to their basic level of english. We completed their UC application and I created email accounts for the both of them, then supported them to open a basic bank account and booked their ID appointments with the job centre. As I knew that the appointment was likely to take over two hours I had brought along some colouring books and borrowed some picture books from the library so the children didn't get bored and restless. Mohammed was very eager to find work, however he was anxious that his poor English would be a barrier to finding employment. I referred both Mohammed and Soheyna for local ESOL classes, Glasgow Life basic computer classes in Ibrox Library and also to Jobs and Business Glasgow who helped Mohammed create a CV and explore his employment options. I also put the family in touch with a local Foodbank and organised an emergency food package for them. Finally I contacted the local GP surgery and organised an appointment for Soheyna and made an appointment with the local CAB service for the couple to access an emergency grant from the Scottish Welfare Fund to bridge the six week gap between applying for, and receiving Universal Credit support. At the end of the appointment Mohammed and Soheyna both expressed how grateful they were for the help as they had no idea where to go for help and gave me a big hug!
A few weeks later they returned to the library to get some assistance with maintaining their UC account. Soheyna's health was now much improved and they were both attending ESOL and digital skills classes. The family are often in Ibrox Library to attend classes, use the PCs and borrow books and always stop to say hello. Mohammed and Soheyna's story is just one illustration of how the support myself and colleagues provide is much more than just submitting a claim for Universal Credit. For some it's a counselling service or a new friend and guide with a positive happy-to-help attitude when the world seems to be full of closed doors."

Glasgow Code Learning
(Link to Glasgow Code Learning Report information)
The participant is a 38-year-old female who was referred to Glasgow Life's Glasgow Code Learning in July 2023 by her case worker. The participant is an asylum seeker, currently without the right to work and living in supported accommodation. The participant was referred to Glasgow Code Learning as the programme provides opportunities to refresh and develop digital skills for employment in a welcoming, accessible, and flexible learning environment.

The Glasgow Code Learning delivery model is designed to target those who cannot afford the costs of mainstream 'Code Academies' or cannot commit to a full-time training programme or college course due to caring responsibilities, part-time employment obligations, or other barriers such as disability or asylum seeker status.

To reflect the circumstances of our target groups of learners and promote inclusivity, all courses are part-time and delivered flexibly. This ranges from online evening classes to practical, face-to-face tutor-led, classroom-based sessions in libraries and College campuses in all areas of the city. Along with 1-1 mentoring, employability support and free access to laptops and connectivity, this 'support for learning' model has ensured that we successfully attract those from minority groups.

The participant faces the following barriers/ challenges;

- Asylum Seeker – unemployed and currently without right to work

- No previous work experience – almost 20% of those who applied for our intermediate level courses had no or limited work experience

- Female – with aspirations for a career in a sector where females are underrepresented. Just under 50% of those who applied for our intermediate level courses in are female.

- Living in supported accommodation with experience of being displaced between accommodation across varying local authorities making it difficult for the participant to sustain a place on a training course or volunteering programme.

The participant had previously been removed from a classroom-based course due to lack of attendance. This was due to being displaced from their supported accommodation in a hotel in Glasgow to another local authority. Glasgow Code Learning offers a free laptop borrowing scheme for those without a device or connectivity and at risk of digital exclusion. Having a laptop to use and the option of accessing live and online tutor-delivered sessions rather than attending on-campus sessions, reduces the risk of participants' learning being impacted if they are forced to move elsewhere or have any other issues/responsibilities in their lives that may impact on their participation in the programme.

Glasgow Code Learning identifies those who require a laptop as part of their registration process, so the participant's Key Worker was able to issue the participant with a device by delivering it to her accommodation. Access to the live and online tutor-delivered sessions meant that the participant could complete coursework from her accommodation and get involved in group work with other learners, only attending the college in person when she felt ready and comfortable to do so. Code Learning's rolling delivery of courses means that learners like this participant, can repeat learning where required, resit assessments and progress through the learning pathway at a pace that suits their needs.

"At first, I struggled with the online learning side of the courses and so I had to repeat the level 6 Software course. I have found that going into college has made me more confident".

I'm an asylum seeker currently living in an hotel. I'm passionate about coding looking forward to be an amazing web designer. I first applied for Software Development level 6 because I wanted to learn new skill and now, I have just started the level 7 course in Software Development.

I am really enjoying the courses and I want to find a place to volunteer as I'm an asylum seeker with no working permit for now. I want to be very good at front-end web development and I am looking forward to being an amazing software developer.

As with all those on Glasgow Code Learning top-level Pro courses, the participant receives 1-1 mentoring from an industry expert from JP Morgan Chase in Glasgow.

Glasgow Code Learning also work in partnership with Skills Development Scotland who provide an employability support service. They regularly attend every cohort to meet with learners, promote their services and provide follow-up 1-1 support to promote positive progressions to employment on completion of the Glasgow Code Learning programme.

"I am hoping with the help of Glasgow Life, JP Morgan mentors and Skills Development Scotland, I will find a volunteer post or apprenticeship vacancy so they can be proud of me. I am looking forward to giving back to Glasgow anyway I can through the technology field".

The learner has since become very capable in terms of managing the course content, she gained SQA qualifications – National Progression Award in Web Design at SCQF level 5 then progressed and gained National Progression Award in Software Development at SCQF level 6 in August. The participant has progressed again to Glasgow Code Learning's top level course Professional Development Award in Software Development at SCQF level 7.

"I am so grateful for this opportunity from Glasgow Life. The lecturers are amazing, and I am looking forward to meeting with my mentor, particularly learning what opportunities are available throughout the city".