Item 2

10th January 2024

Glasgow City Council

Operational Performance and Delivery Scrutiny Committee

Report by the Chief Executive Department

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Strategic Plan Performance: Grand Challenge 4

Missions 1, 2 and 3

Purpose of Report:

To report the performance of the new Council Strategic Plan and the agreed Mission based approach.

Recommendations:

The committee is asked to:

- Consider and note the content of the report
- Consider the Grand Challenges, Missions and Commitments
- Note some emerging commitments highlighting measures to tackle the Cost of Living crisis, and the inclusion of broader Commitments outwith that.

Ward No(s): Citywide: ✓

Local member(s) advised: Yes ☐ No ☐ consulted: Yes ☐ No ☐

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1.0 Background and Context

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

1.2 A performance template was presented and agreed by Operational Performance Delivery and Scrutiny Committee in November 2022 to effectively structure and support scrutiny of the Plan and illustrate the crosscutting nature of the Missions as the services work collectively to deliver the council's priorities. This template will be subject to review to ensure that service and member feedback is incorporated.

1.3 The performance template captures Actions which underpin the Commitments, Missions and Grand Challenges.

2.0 Council Strategic Plan: Reporting Structure

2.1 In order to ensure that the Plan clearly articulates its purpose it has been structured into Grand Challenges and their supporting Missions.

2.2 The Grand Challenges are as follows:

- 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

2.3 These Grand Challenges and their Missions are underpinned by Commitments which Services are undertaking to work towards the goal of each Mission.

2.4 It should be noted that council agreed that the Strategic Plan will be subject to an annual review to reflect the volatility of outside pressures and budget constraints. There is an agreed change control process in place to assist this.

2.5 For the purpose of this report there will be a focus on Grand Challenge 4: Increase opportunity and prosperity for all our citizens, focusing on Missions 1, 2 and 3, and the Commitments undertaken to deliver them:

- Mission 1: Create safe, clean and thriving neighbourhoods
- 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

Committee has previously received updates on this area of the Council Plan at their meeting which took place on the 5 April 2023.

3.0 Strategic Plan: Widening the Lens

3.1 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, and considered as part of the annual review agreed by full council.

3.2 The annual review of the Council Strategic Plan is currently underway. This is to ensure that the Plan and its Commitments continue 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. OPDSC will be notified of any formal changes to the Plan.

3.3 The Plan will now be reported with a wider lens than the Cost of Living focus, reflecting the wider Commitments in the Plan while still keeping track of key Commitments that emerged through that lens.

4.0 Commitments and Emerging Commitments

4.1 The Strategic Plan Missions outline a number of Commitments to deliver the Mission goal.

4.2 Services have started work to support the Commitments across a number of key areas.

As noted, in addition to the Cost of Living related commitments, this report also provides a comprehensive update on a number of the additional commitment within the Plan, including but not limited to:

- Delivery of the Food Growing Strategy
- Improving access to recycling for tenements and flats
- Delivering of affordable homes for the city
- Implement the recommendations of the review of the Glasgow Communities Fund
- Updating the council's Equality impact assessment Guidance
- Complete negotiations for equal pay claimants and the implementation of a fair pay system

Finally, among those highlighted in the report as Emerging Commitments are the need to:

- Increase and promote financial support to staff.
- Give managers the knowledge and tools to compassionately support employees
- Support staff to progress with their career or maximise their earnings

5.0 Next Steps

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

GRAND CHALLENGE FOUR Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities					
MISSION 1: Create safe, clean and thriving neighbourhoods					
Commitment 2: Develop, secure funding for and implement local infrastructure changes in line with a Liveable Neighbourhoods approach for every single community by 2030 so that our local streets are safe and pleasant for everyone to walk, wheel, cycle, play and spend time in.					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
Continue to work through the funded tranches (1-3) of Liveable Neighbourhoods masterplanning.	Tranche 2 Stage 0-1 report for May/June 2023 and Stage 2 for September. Tranche 3 planned start for October 2023- October 24.	Engagement undertaken for selected RIBA Stage 2 projects.	Continue to work through the funded tranches (1-3) of Liveable Neighbourhoods masterplanning.	NRS	G
Secure Sustrans Places for Everyone (PfE) funding for several projects to allow design to be developed to Technical Design.	Committee funding acceptance April 2023 - Agreement signed April 2023. Procurement process April/May 2023 to August 2023/ or delivery through in house services.	Places for Everyone funded activity being delivered through the Sustainable Transport team. SPT RAT grants delivered through external contracts.	Secure Sustrans Places for Everyone funding for several projects to allow design to be developed to Technical Design.	NRS	G
Continue to apply to various funding sources to progress identified projects to design and then delivery.	Mar-24.	City Network Inner North & Inner South contract awarded at Contracts and Property committee on 14th September.	Continue to apply to various funding sources to progress identified projects to design and then delivery.	NRS	G
Commitment 4: Deliver the Food Growing Strategy and increase the number of allotments and community growing spaces across the city.					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
99 additional plots to be created at Greyfriars, Yoker, Sighthill, Centurion Way and Bailieston Demonstration Garden.	Additional plots at Greyfriars to be launched Early Summer 2023.	Plots at Greyfriars complete. Works to Sighthill continue with site use expected in March 2024, Tender documents are being prepared for Yoker and Centurion Way.	Works to Sighthill continue with site use expected in March 2024, Tender documents prepared for Yoker and Centurion Way. Commence site use at Sighthill. Contractor works to create 99 additional plots at Yoker, Sighthill, Centurion Way and Bailieston Demonstration Garden.	NRS	G

Let's Grow Together Fund created with £56,000 grant funding distributed to local groups.	Reissue Let's Grow Together Fund for 2023/24 by June 23.	Total number of Applications received – 38 Number of Eligible applications – 28 Number of applications submitted online via the Council website - 17 Total Allocated: £48,365.29 Number of successful applicants - 14	Funds distributed to successful applicants. Review any feedback received for consideration when planning future activity.	NRS	G
14 projects funded via Let's Grow Together Fund.	Mar-24.	Evaluation forms to be submitted as part of the funding grant allocation.	Continue to monitor funded projects.	NRS	G
Commitment 11: Improve access to recycling for tenements and flats, working towards parity of waste collection streams across all residential properties; review communal and public recycling points; and work across the Council to address back court waste issues in tenemental properties including Houses in Multiple Occupation (HMO).					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
Implementation of bin hub trial in Pollokshields, Haghill and Berkeley Street (Finnieston), which aligns with the Code of Practice.	Commencement of trial May 2023.	Roll out of bin hubs within Pollokshields has been completed with the introduction of service to c.1,450 flats within Pollokshields. Commencement of bin hub trial in Haghill in October 2023. Following presentation to Environment and Liveable Neighbourhoods committee, works have commenced in creating a business and project plan for the redesign of the high-density service to introduce twin stream to all residents.	Discussions ongoing with Housing association regarding next steps and highlighting potential early adopters. Installation of agreed Bin Hubs at Berkley Street.	NRS	G
Education and awareness campaign to residents within flatted properties participating in bin-hub trial.	April/May 2023.	Community engagement events were held at Pollokshields Library, teaser letters were provided and instructional leaflet provided to impacted households.	A pilot update and recycling reminder leaflet will be issued to all residents within the Pollokshields pilot area	NRS	G

		A Community engagement session was also held In Haghill on the 5th October.			
Commitment 19: Complete the refurbishment of George Square, with public engagement embedded at every stage of the design process, to provide an enhanced "living room" for the city.					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
RIBA stage 3 and 4: Developed and Technical Design Stage - due to complete March/April 24.	Mar-24.	RIBA stage 3 is now complete and update presented to committee. George Square design is midway through RIBA Stage 4 which will be complete by the end of March 2024.	Agree construction strategy and timetable prior to procurement.	NRS	G
Statue Restoration, Storage and Interpretation Plan - draft for committee consideration.	Oct-23.	Work is currently underway on costs / funding for the restoration, repair, reinterpretation and reinstallation of the statues in George Square. A paper will be prepared for management in due course and decision on committee requirements taken.	Agree Statue strategy and associated funding requirements.	NRS	A
Committee update to Economy, Housing, Transport and Regeneration committee.	Oct-23.	A report was presented to Economy, Housing, Transport and Regeneration committee on 14th November 2023 on progress achieved during RIBA Stage 3 design of George Square and Phase 1 Block-C Avenues, and to outline the process for the final technical design.	All public engagement is now complete and the final design will be taken to Economy, Housing, Transport and Regeneration committee and then City Administration committee for approval.	NRS	G
Commitment 27: Deliver around 6,500 new affordable homes for the city meeting the needs of social housing, accessibility and sustainability needs, and the needs of people including larger and multi-generational households.					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
Continue to work with Registered Social Landlords to increase the supply of new affordable housing in	On 26th June 2023 the Scottish Government issued a grant offer of £103.638m to the Council. The 2023/24 AHSP targets	As of 26 September 2023, actual figures were: Approvals - 80 Site Starts - 299	Continue to deliver the programme and meet key targets (budget spend; approvals; site starts; completions). All are on profile to be met.	NRS	G

Glasgow through delivering the Affordable Housing Supply Programme (AHSP). This will include developing affordable wheelchair adaptable and family homes that are designed to high sustainability standards. Specific targets for developing new affordable homes (including wheelchair adaptable/family housing) during 23/24 will be developed between April and May 2023.	agreed with the Scottish Government are: Approvals – 878 Site Starts – 1,043 Completions - 1,415. A target of 60 larger family (4+ bedroom) approvals has been agreed. The target for wheelchair adaptable remains as in previous years (10% of units in newbuild schemes 20+ units).	Completions – 193 SPEND £27.956m	Alternative projects will be accelerated if programmed ones are behind schedule.		
Commitment 28: Expand our Empty Homes work including seeking to make greater use of compulsory purchase orders, including supporting the acquisition of tenements by Registered Social Landlords (RSL), improving the performance of factors and enabling whole-block retrofits.					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
Prepare Committee report update.	Report back to committee on 30th May 2023.	Report presented to Economy Housing Transport and Regeneration committee on 30th May 2023 Discussions were held with Legal Services /Scottish Government regarding key actions within review.	Take forward a number of key actions outlined in Empty Homes Review document.	NRS	G
Carry out review of Compulsory Purchase Order (CPO) process.	Meet with the Scottish Government Empty Homes Division/Legal to discuss timescales- April 23.	A meeting was held with the Scottish Government and confirmation given that GCC would be willing to sit on the working group to look at CPO reform. A meeting was held with Legal services and a review of the CPO process is underway.	Complete review of CPO process. Training session to be held with staff to streamline reporting process. An Empty Homes workshop has been scheduled for the 9th of November.	NRS	G

Review Impact of 2022/23 Strategic Acquisitions programme, and update guidance if required.	October 2023	The initial review is complete and led to some amendments (e.g. around Mid-Market Rent acquisitions). The full review is waiting on further information from participating Registered Social Landlords.	Secure further responses from Registered Social Landlords and review with Housing Strategy and Homelessness colleagues.	NRS	A
Agree 2023/24 Strategic Acquisitions programme.	Agree program - May 2023; monitor delivery - to March 2024.	Monitoring framework is in place. Priority list has been updated. Acquisition budget allocations and unit targets agreed with individual Registered Social Landlords.	Outputs and Q3/Q4 forecasts to be reviewed with Registered Social Landlords at mid-year review meetings (October) and targets/allocations amended if appropriate.	NRS	G

GRAND CHALLENGE FOUR Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities					
MISSION 2: **Run an open, well governed council in partnership with all our communities**					
Commitment 3: Implement the recommendations of the review of the Glasgow Communities Fund and develop partnership approaches to funding of core and priority services.					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
2023-26 Glasgow Communities Fund (GCF 2) programme	The GCF2 programme commenced 1st April 2023. All funded projects have a named GCC contact officer and a programme of financial and performance monitoring is in place, including annual progress visits. As part of the commitment to ongoing learning and development, the GCF programme is being reviewed in consultation with stakeholders. The timeframe for the review is June 23 to September 24.	Funded projects were consulted in September 23 on the review and development of the GCF Performance Monitoring Framework, 81% responded. Improvements to the Framework have been developed as a result of feedback. A Mid-point monitoring survey was introduced in October 23 to capture 6 monthly performance data. As part of the review, the first phase of engagement with third sector stakeholders started in October 23. Three on-line sessions enabled direct engagement with over 70 organisations on their experience of GCF2. A sector wide on-line survey was issued in early December 23 to capture feedback on the GCF programme, including 'Communication and Engagement', 'Programme Design, 'Application Process' and 'Timescales'. Input has also been sought from organisations on plans to host	A forum of GCC Family stakeholders and funders in Glasgow will be initiated in early 2024 to develop and promote understanding of the funding landscape in Glasgow and to enhance partnership working in support of delivering on Glasgow's priorities.	Economic Development	G

		an impact focused 'Learning and Celebration' event in 2024.			
Commitment 11: Update the council's equality impact assessments with involvement of key partners with lived experience, where appropriate					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
Review and update the Councils Equality Impact Assessment (EQIA)	An updated equality impact assessments process was presented to the Operational Performance Delivery and Scrutiny Committee on 11 October 2023.	The agreed minute from the meeting of the Operational Performance Delivery and Scrutiny Committee on 11 October 2023 is available on the Glasgow website	The EQIA process will continue to remain under review to ensure it meets the needs of all council services.	Chief Executive	G
Commitment 12: Formally adopt the All Party Parliamentary Group (APPG) on British Muslims' definition of Islamophobia.					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
Work towards full Council agreeing the definition.	This matter was considered and approved at full Council on 27 October 2022	The agreed minute from the meeting of full council is available on the Glasgow website	Commitment completed	Chief Executive	G
Commitment 19: Embed gender equality into council impact assessments, budgets, data collecting and strategies, including, but not limited to, the new City Development Plan. Ensure approaches are intersectional and incorporate women's lived experience.					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
Pursue and embed gender into the council impact assessment process; identify other opportunities to develop this work.	Work has been undertaken to better engage with the Scottish Women's Budget Group and include their input in realising this commitment.	Meetings with the Scottish Women's Budget Group have taken place and will continue as in order that this work be better developed.	Further engagement to take place with the Scottish Women's Budget Group. Work undertaken to identify opportunities to embed gender equality work more widely.	Chief Executive	G

GRAND CHALLENGE FOUR Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities					
MISSION 3: **Enable staff to deliver a sustainable and innovative council structure that delivers value for money**					
Commitment 1: Complete negotiations for equal pay claimants and the implementation of a fair pay system.					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
August 2023 Report to CAC outlined the completion of Equal Pay Negotiations and outlined the progress with payments. Last report to CAC August 2023	Negotiations Complete	Project Complete	Monitor and deliver on any outstanding payment	CED	G
Progress toward the implementation of a fair pay system is through the remaining Equal Pay Projects for Job Evaluation and the Pay and Grading Scheme (PGS). Both projects are working toward implementation of a fair pay system for late FY 2024/25 as per the CAC report in August	Implementation of Pay and Grading – Late FY 2024/25	JE and PGS Projects remain ongoing, progressing in line with revised project planning milestones for implementation in late FY 2024-25	Continue to progress planning and operational delivery in line with project plan utilizing governance structures in place	CED	A
Commitment 3: Continue to support COVID-19 recovery for our staff and services.					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
Ongoing implementation of our Staff Health & Wellbeing Strategy	Staff informed of the latest opportunities to engage in health/ wellbeing	Inclusion of health and wellbeing has been ongoing through monthly staff news updates.	Communication plan runs until the end of this year, so a new plan will be developed for 2024.	CED via CHR	G

including the continued delivery of our annual communication plan.	promotional campaigns, events and activities Consistent signposting to recommended wellbeing support.				
Delivery of face to face health and wellbeing roadshows across Council services attended by a range of local and national wellbeing support services including Home Energy Scotland, Step Change Debt Charity, Glasgow Alcohol and Drug Service, and Glasgow Credit Union.	12 roadshows delivered at various locations from May to date, engaging staff in face to face health and wellbeing awareness activities, information, resources and support.	Approximately 330 staff participated in onsite health promotional activities and learning.	• Future roadshows to be planned informed by evaluation outcome.	NRS, CED via CHR	G
Commitment 7: Create a Joint Charter between council management and trade unions.					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
Review the Scottish Governments Fair work First guidance to assess the council's mechanisms for effective workers' voice.	Design a Fair Work statement for GCC. Consult with trade unions, work towards joint charter.	Fair Work statement currently in design.	Plan activity review in 2024.	CED via CHR	A
Commitment 9: Create a Skills Development Officer to support staff career progression.					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
Resource requirement is to be assessed	• Create Skills framework proposal • Review delivery options including resource	• Skills framework proposal to be completed in 2023 • Resource delivery options to be reviewed by 2024.	Report being prepared for Head of HR and Chief Executive review.	CED via CHR	A

Commitment 10: Reduce the number of agency staff the council uses and create a pathway for them to obtain employment opportunities within the council.					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
The NRS People Project included direct activity to support recruitment in order to counterbalance the use of agency workers.	Employability sessions piloted in NRS for frontline staff applying for supervisory posts.	N/A	Ongoing	CED/NRS	G
Review our agency workers guide to ensure all agency worker's rights are up to date and clearly communicated.	Council guidance reviewed in in line with legislation and supports rights to apply for council jobs after 12 weeks.	N/A	Complete	CED	
Commitment 11: Work with partners to mitigate the cost-of-living crisis for staff.					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
Short Life Working Party Concluded	Achieved	N/A	Will continue to monitor opportunities to work with additional support partners and will action as appropriate. Ongoing financial wellness linked to the Health & Wellbeing Strategy continues.	CED via CHR	G
Commitment 12: Explore options to pilot four-day working based on the recently commissioned feasibility study.					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
Options for 4 day working week reviewed, decision taken not to progress.	N/A	N/A	Action completed through Workforce board	CED via CHR	G

Commitment 15: Deliver on a programme of investment and innovation in our Neighbourhood and Regeneration Services.					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
Pilot NRS People Project completed. Outcomes reported to Wellbeing, Equalities, Communities, Culture and Engagement City Policy Committee 10 August 2023. Project devolved to NRS.	As per Committee Paper .	As per Committee Paper	Support at a corporate level on lessons learned to support roll out across the wider council.	NRS	G
Commitment 16: Improve the diversity within our workforce by establishing an Employment Equality Action Plan.					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
ED&I Strategy complete and endorsed by CMT.		Cross Party ED&I Group established.	Currently talking with SMTs to update them. From the ED&I Strategy an overall and service specific action plan will be created.	CED via CHR	G
Commitment 18: Ensure a council-wide compassionate response to support those affected by mental health issues.					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
Implementation of a Trauma centered approach to service delivery across our workforce to meet level one required of the Scottish Government Roadmap.	Established two courses on GOLD. These were, firstly, *Opening Doors: Trauma Informed Practice for the Workforce* and, secondly, *Sowing Seeds: Trauma- Children and Young People*	To date these courses have generated a completion rate of a total of 4014 employees.	OD are currently working with our Social Work, Learning and Development colleagues to engage with NES who are due to share with us several new online workshops. Continue to engage with Service Champions to support staff & citizens.	CED via CHR	G
Continued partnership with Able Futures who deliver the Access to Work	17 Virtual Appointment Days (VAD's) delivered across Council services, providing staff with the	• 94 staff have attended virtual appointments since March/April this year	• 3 more VAD's are scheduled this year	CED via CHR	G

Mental Health Support Service on behalf of the Department of Work & Pensions which offers a 9-month programme of free, confidential, work-focussed support with a qualified mental health professional to help	opportunity to book a telephone appointment with a qualified mental health professional.	• 77 of those staff also completed a self-referral to access 9 months of tailored, one-to-one mental health support, 225 staff in total have accessed this support.	• Services have started to pre-book up until May 2024.		
Training needs review conducted, resulting in a programme of mental health training to meet the current needs of services, and delivered in partnership with national mental health services including Scottish Action for Mental Health (SAMH) and Cruse Bereavement Support Scotland.	A number of courses have been delivered to date.	• Over 200 staff, managers, HR and TU representatives have attended sessions in managing stress, having mental health conversations, dealing with grief and loss, and bereavement support training for managers.	• 360 plus training places secured and planned for delivery up until the end of March 2024	CED/via CHR	G

In response to service requests for improved staff awareness and access to mental health support, we collaborated with corporate and local service communication teams on the production and Council-wide distribution of mental health support posters with QR Codes to provide staff immediate fingertip access to recommended mental health support.	• Posters printed and distributed across all Council services – including common areas, restrooms etc. especially valuable for non pc facing staff. • Digital version of the poster produced and promoted via the OneLan screens in depots. • Link to the digital copy of available for ongoing access and printing via the HWB Resources Guide.		• Continue to refer to and share the digital copy of the poster • Continue to promote on the OneLan screens. • Over 500 sign ups to the PAM app providing finger tip professional support.	CED/via CHR	G

Commitment 19: Explore Green Finance mechanisms and options to raise money to fund the Glasgow Green Deal.

Action	Milestones (current)	Progress & Performance	Planned Activity	Lead Service	RAG
Look to investigate Climate Finance Models and appropriate Delivery Mechanisms.	Take forward any identified opportunities to investigate and learn more about finance models and delivery mechanisms in order to progress the Glasgow Green Deal	In the continued investigation into Climate Finance Models and Delivery Mechanisms a meeting has taken place with Sustainable Development Capital LLP to discuss their Investment Fund being established with the Greater London Authority. Like the Bristol Leap visit this meeting helps with establishing the next steps for the Climate Investment Model.	Continue to develop this commitment in ways which best advance the intended actions.	Economic Development	G

Commitment 20: Work with funders, including the Scottish National Investment Bank (SNIB) and UK Infrastructure Bank, to support mission-led patient capital investment to businesses, projects, and communities, incorporating conditions fair work, tax justice and net zero conditions where possible.					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
Look at how we support mission-led patient capital investment to businesses, projects, and communities	Economic Development is engaged with the British Business Bank's Investment Fund for Scotland (IFS) programme, which launched in Glasgow in October 2023. The IFS offers a range of financial support, including loans and debt finance from £25,000 to £2 million and equity investment of up to £5 million.	The Council's Business Growth team will now engage with the three fund managers, with a view to integrating these options into the suite of support available to Glasgow SMEs.	This work remains closely linked with National Strategy for Economic Transformation and UK Government initiatives and are ready to work with SNIB, the UK Infrastructure Bank and other providers as opportunities arise.	Economic Development	G
Commitment 21: Make the case for more local revenue-raising powers, including new environmental levies, and support a progressive replacement for the current system of Council Tax.orting staff to progress with their career or maximise their earnings					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
Make the case for more local revenue-raising powers, including new environmental levies, and support a progressive replacement for the current system of Council Tax.		This work is covered by the Fiscal Framework activities being led by CoSLA but supported by Officers via professional associations such as Solace and CIPFA Directors of Finance	Ongoing meetings arranged via CoSLA	Financial Services	A
Commitment 23 (Emerging): Increase and promote financial support to staff.					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
Increase and promote financial support to staff including those	Ongoing	N/A	Continuous review and updating of resources available for inclusion on our internet Workforce Health and	CED via CHR	G

non-PC Facing employees who are traditionally hard to reach.			Wellbeing pages staff information Factsheet – Are You Worried About Money? Ongoing promotion of fact sheet, Support from Able Futures and Financial Wellness events such as webinars, training etc. via Corporate Announcements		
Continued partnership working with the Glasgow Credit Union (GCU) to promote the services available to GCC staff to support their financial wellbeing.	On site attendance at various staff engagement events across the council to promote the services available.	N/A	Ongoing promotion of Service. Employee uptake has increased from 158 referrals by Oct last year to 225 by Oct this year.	CED via CHR	G
Engagement on partnership with Glasgow Helps following on from poverty challenge week.	Assessment of 66% of our employees living in Glasgow and working for the council. One third across other local authority areas.	N/A	Promotion to launch in December to sign post staff to Glasgow Helps line to support financial impact of cost of living – in work poverty.	CED via CHR	G
Continued partnership with First Bus to promote the Glasgow Commuter Travel Club which provides employees of member organisations a 10% discount on Adult 4 Week-Tickets.	Ongoing	322 employee sign ups to date with 91 tickets confirmed	Ongoing promotion of the Glasgow Travel Commuter Club.	CED via CHR	G
Commitment 24 (Emerging): Give managers the knowledge and tools to compassionately support employees					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
Bullying and Harassment Framework, Policy and	Bullying & Harassment policy and related guidance updated.	An additional 14 Bullying and Harassment Investigators have been trained by ACAS.	Bullying and Harassment action plan for 2024 to be developed detailing	CED via CHR	G

Service Delivery review has been conducted.	Development Framework created.	4 Bullying and Harassment Awareness workshops for Managers, Trade Unions and HR colleagues have been delivered with 15 participants attending per session.	ongoing development and engagement events. Continued development plan considering best practice approach and ongoing discussions with Service Champions.		
Development of training for managers covering the principles of what it means to be compassionate and exploring practical tools and tips for the behaviours our managers should display for managing compassionately while working in high pressured environments.		• 2 Mental Health in the Workplace training for Managers delivered in partnership with SAMH, attended by 30 managers to date. • Bereavement Support in the workplace training delivered to 16 managers • Wellness Action Plan Training delivered by NRS HR team, attended by approximately 200 managers/supervisors.	Further Mental Health related training included in the ongoing HWB training schedule.	CED via CHR	G
Implementation of our New Neonatal Care Leave and Pay arrangements to support employees who have premature or sick babies in neonatal care.		• Our Conditions of Service and supporting guidance have been updated to reflect the changes. • Changes and links to support have been communicated to all staff. CHR/Service HR working group supporting affected staff.	Continue to support staff on a case by case basis and feeding back our learning into our policy approach and guidance.	CHR & All Services	G
Continuing implementation of Alcohol & Drugs Support Policy		• Policy awareness training for managers and staff	Continuation of policy awareness training and support through H&W Roadshows and service activity in NRS.	CHR & All Services	G
Delivery of our Flexible Workforce Development Fund, OD in partnership with the City of Glasgow College, have		• Delivered a series of workshops to over 150 managers. • 96% of the managers surveyed, found the learning	Working with Services on the roll out of the programme across the council.	CED via CHR	G

developed and delivered a programme of workshops which explored managing with compassion, dignity and respect in the workplace and focussed on practical tools and tips for the behaviours our managers should display for supporting staff working in a high-pressured environment.		useful for managing and supporting their staff.			
Commitment 25 (Emerging): Supporting staff to progress with their career or maximise their earnings					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
OD developed and piloted employability sessions within NRS. These sessions focussed on encouraging staff to look at their skills and identify areas for development, gaining confidence around learning new skills, applying for internal promoted posts and interview techniques.		Delivery of 2 pilot sessions to 25 frontline staff	This framework will support succession and career planning activities in services.	CED via CHR & Strategic HR	G
Service delivery of a Financial Services Development Centre with a variety of tools to development manager's self awareness and action	Delivered one to one feedback sessions.	Ongoing support	Ongoing support	CED via Service & CHR	G

plans supported by OD.					
Implementation of Succession Planning pilot framework, development workshops and NRS Service engagement.	Delivered succession planning awareness workshops to managers, employees within scope of pilot.	Worked in partnership with NRS Service HR and managers to identify business critical posts with pilot areas. Utilised the Flexible Workforce Development fund of £15K to deliver a number of Development workshops to managers including Career Conversations	NRS approved additional funding of £26K to support employees aspiring to business critical posts. Continue to implement and evaluate the pilot.	CED via CHR & NRS	G
Continuous Implementation of existing Employee Performance and Development Frameworks to support employee's performance and career progression.		Delivery of training to support employees and managers with career conversations, performance feedback and Personal Development Planning.	Ongoing support	CED via CHR	G
Review of the Redeployment procedure and processes to further support affected employees maintain meaningful employment with the Council supporting no compulsory redundancy.		Working with Service HR, CBS and SITT to develop revised guidance along with process mapping and use of various management tools to better facilitate redeployment.	Continue to support the Strategic HR Teams to manage redeployment in line with their business plans.	CED via CHR	G
Commitment 25 (Emerging): Supporting staff to progress with their career or maximise their earnings					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
Work with a broad range of partners, including the trade unions, the Third Sector and others, to		Working with Glasgow Life we have developed a "Case for Glasgow" narrative that has been shared with our Trade Union Colleagues and across Political Groups to use in	Ongoing lobbying by politicians, Officers and Trade Unions	Financial Services	G

build the case for greater funding for Glasgow from both Scottish and UK Governments.		lobbying Government for additional funding.			

2 Policy and Resource Implications

Resource Implications:

Financial:	None
Legal:	None
Personnel:	None
Procurement:	None

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2021-25? Please specify.	Not applicable as this is a performance report
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.	Not applicable as this is a performance report

Climate Impacts:

Does the proposal support any Climate Plan actions? Please specify:	Not applicable as this is a performance report
What are the potential climate impacts as a result of this proposal?	Not applicable as this is a performance report
Will the proposal contribute to Glasgow's net zero carbon target?	Not applicable as this is a performance report

Privacy and Data Protection Impacts:	No impact

3.0 Recommendations

Committee is asked to

- Consider and note the content of the report
- Consider the Grand Challenges, Missions and Commitments
- Note the emerging commitments highlighted within the Cost of Living lens, and the inclusion of broader Commitments outwith that lens