



Glasgow City Council

**Wellbeing, Equalities, Communities,
Culture and Engagement City Policy Committee**

Report by Chief Executive Department

Contact: Cormac Quinn

Item 1

29th May 2025

**ANNUAL BUSINESS PLAN (ABP)
2025/26 FOR CHIEF EXECUTIVE DEPARTMENT**

Purpose of Report:

The report presents the 2025/26 Annual Business Plan (ABP) for Financial Services.

It provides an overview of priorities for 2025/26 and the resources available to deliver these priorities.

Recommendations:

The committee is asked to consider and note the Chief Executive Departments Annual Business Plan 2025/26.

Ward No(s):

Citywide: ✓

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

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Chief Executive Department

Annual Business Plan

2025 to 2026

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Section 1: Resources and Organisation

Overview

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

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

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

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

We also drive the public service reform Programme to address poverty in the city. This work has recently transitioned from a Pathfinder to a Programme and is the catalyst for further public service reform work being led by the Chief Executive and the Corporate Leadership Team (formerly the CMT).

The department also manages the Council's ICT contract.

We deliver this by:

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

We also manage the smooth running of the Council and its decision-making arrangements by providing professional services and advice to individual Services

and Arm's Length External Organisations (ALEOs) to enable them to provide efficient and effective frontline services.

Key objectives include:

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

Service Areas

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

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

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

A. Communities Team

The Communities Team sits within the Chief Executive's Department, and within the City and Communities Policy and Corporate Governance section. It comprises a range of services empowering communities to participate equally in service design and delivery, and local decision making, removing barriers to create opportunities for communities to have a voice and to influence change.

1. Supporting Community Planning

The Communities Team supports the [Glasgow Community Planning Partnership](#) at a citywide and local level, with the overall aim of improving outcomes for our communities.

The [Glasgow Community Plan](#) is the strategic document to guide Community Planning activity and meets the responsibilities of the Community Empowerment (Scotland) Act 2015. Agreed in February 2024 the Glasgow Community Plan draws a collaborative commitment to address Family Poverty.

At a local level this includes supporting 23 ward-based Area Partnerships, and a place-based approach in specific neighbourhoods. Communities Support Officers work with Area Partnerships to prepare Ward Plans and engage local views on how the focus on the commitment to address Family Poverty evolves locally. Area Partnership Grants are administered and awarded in line with local priorities.

A key resource for Area Partnerships is the [Area Partnership Dashboards](#).

2. Supporting Community Justice

The Communities Team supports [Community Justice Glasgow](#) with the aim of reducing reoffending and the use of custody to the benefit of all Glasgow citizens, led by Community Justice Glasgow (CJG) and embedded in wider Community Planning arrangements.

The [Community Justice Outcomes Improvement Plan](#) is the strategic document to guide Community Justice activity, and meets the responsibilities of the [Community Justice \(Scotland\) Act 2016](#). The Team works closely with statutory and other partners including a range of Third Sector services.

A particular approach within Community Justice is the [One Glasgow](#) approach, working with people aged 12 - 25 involved in anti-social behaviour or are in or around the criminal justice system. This includes people moving on from prison and secure settings.

The Safe Glasgow Partnership, part of Community Justice, is the partnership approach to scrutiny of Police and Fire & Rescue Services. A statutory responsibility of local authorities, local plans are approved by Glasgow City Council to meet the responsibilities of the Police and Fire Reform (Scotland) Act 2012.

3. Supporting Community Councils

The Communities Team supports Community Councils, both in terms of the local authority's statutory responsibility, as well as to ensure Community Councils are empowered to serve as a representative voice of their communities.

Each Community Council has a named Communities Support Officer, as well as being supported from the wider team for development needs.

4. Community Engagement, Development, and Support

The Communities Team supports engagement and fosters collaboration and inclusion at a citywide level through a city-wide community engagement working group, comprising of Council officers and the community and third sector.

A function of the Communities Team is to look at internal community engagement requirements and practice across the Council, with the aim of co-ordinating engagement practice and finding ways to work together, so that we can make better use of our resources and make participation easier for communities.

B. Policy and Corporate Governance

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

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

Key activities include:

- leading the development of a council Strategic Plan to implement the council's Grand Challenges, supported by a governance and performance framework that ensures clear accountability, tracks delivery, manages dependencies and informs the work of policy and scrutiny committees
- leading and contributing to a range of policies, programmes and initiatives that deliver the council's ambitions and commitments, including public service reform.
- designing and implementing a governance framework to support the implementation of the council Strategic Plan, including a performance management framework and annual business planning for services and ALEOs
- ensuring that strategy development and its delivery is informed by risk management to support better decision making and future strategic planning
- leading and advising on significant engagement and consultation in the city on corporate issues, such as the budget and climate action, or issues emerging from the [council Strategic Plan](#)
- supporting consistent business continuity across the council family to ensure resilience in the operational delivery of services
- driving and supporting the council's approach to [Open Government](#)

- leading the development, engagement and co-ordination of delivery of the council's equality outcomes, ensuring equality is embedded in governance arrangements
- Nurturing and maintaining strong working relationships with local and national partner organisations, such as [COSLA](#), the [Scottish Government](#) and city partners, to anticipate issues and develop and deliver shared objectives.

C. Digital Services

Formerly known as the Strategic Information, Innovation and Technology team (SIIT), Digital Services was launched in April 2025 to manage the implementation of a new delivery model for digital and ICT services across the Council Family.

From 1 April 2018 to 31 March 2025, ICT and transformation services were delivered through a contract with CGI. Through the Future of Digital and ICT Services (FICT) project, options for the delivery of ICT services beyond this date were identified and appraised and approval was secured for the Council's Road to Multi-Source Strategy (R2MS).

R2MS will see the Council transition from a single supplier for ICT services (CGI) to a multi-source model with a number of suppliers providing specific elements of the ICT service, disaggregated into service towers. This is supported by the establishment of an in-house service integration and management function (SIAM) to co-ordinate, performance manage and govern these contracts and suppliers.

R2MS is now in delivery with the first two significant elements having been negotiated and agreed in 2024 and commencing on 1 April 2025. These are:

- The procurement of a new supplier for Network Services (Commsworld), and
- The agreement of a contract extension with CGI.

In 2025/26, the Team will continue to progress the phased re-procurement plan for the remaining service towers and continue to develop and mature the SIAM function.

Digital Services' its broad remit includes:

- provision of strategic IT direction;
- managing multiple digital and ICT services contracts and service delivery across multiple Managed Service Providers (MSPs);
- co-ordinating digital change and transformation and business change activities across the Council Family;
- working with MSPs to deliver core ICT services and best value ICT solutions;
- ensuring the Council exploits the use of digital technologies and innovation, and
- driving use of data and data-led decisions.

Digital Services operates across the following nine core areas, each of which provides a specific focus that ensures the Council exploits the use of digital, data and technology to enable and underpins delivery of strategic objectives across the Council Family and to ensure the best and most efficient service for the Council, citizens, businesses and visitors. Further, each of these areas underpins delivery of the Digital Glasgow Strategy and the Road to Multi-Source Strategy (R2MS):

1. Digital strategy
2. Digital transformation
3. Technology
4. Business intelligence
5. Information management
6. Business partnerships
7. Business architecture and analysis
8. Service management and Service Integration and Management (SIAM)
9. Business Continuity

Digital Services develops and manages the [Digital Glasgow Strategy](#). Refreshed and launched in April 2024, this sets out the core values for digitisation in the city and the missions, goals and key actions that will provide a focus relating to the role of digital in Glasgow's communities, economy, and public services, as well as promoting and supporting essential digital leadership. Aligned to the Council's Strategic Plan, these missions are to provide:

- a fair and empowered digital society;
- an inclusive growth digital economy, and
- sustainable and innovative digital public services.

A resilient, flexible, and secure **technology** infrastructure provides an essential foundation for service delivery, **digital transformation**, business change, innovation and business intelligence across the Council Family. Networks, connectivity, applications and end user devices are relied upon by thousands of Council staff every day for the delivery of services and the SIIT team is responsible for managing managed service providers' delivery of this infrastructure.

Everything the Council does is underpinned by the use of data, from interactions with citizens, to how services are forecast and planned, data is key. **Business Intelligence** connects data, people and solutions to that can allow resources to be focused to achieve better outcomes across the city. The aim is to improve use of data and deliver capability that allows the Council Family, citizens and third parties to make informed decisions and target interventions and design of public services.

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

Business Partnerships includes the Business Partner (BP) network. Each part of the Council Family has a BP who provides an essential strategic link between Services/ ALEOs and SIIT, into managed service providers, with a key role in understanding the role digital technologies play in the strategic direction and delivery of services. This informs strategic planning and prioritisation of digital, data, technology and transformation programmes and projects, all of which are overseen, governed and supported in delivery by a **Project Management Office** and team of Project Managers.

This strategic planning and business and digital change is enabled by the **Business Architecture and Analysis** capability within SIIT that works across the Council Family to understand and support specification of business need that can then be used to inform and scope projects and deliverables.

The focus of **Service Management** is the monitoring and management of managed service providers' performance to ensure accountability, in line with contractual obligations. The Team also leads the Council Family's role in incident and change management.

Digital Services is responsible for corporate **Business Continuity**, developing and supporting implementation of the Corporate Business Continuity Management Policy and Framework. This is required under the Civil Contingencies Act 2004 to ensure continued resilience of critical operations and functions through proactive arrangements to prevent, detect, mitigate, manage and respond to disruptive events or incidents. This is to enable Services to continue, as far as possible, with business as usual in the event of such an incident.

All of these functions are supported by an extended network of officers and expertise, including commercial, legal and financial.

D. Economic Development

The work of the Economic Development division focuses on addressing the city's 3 grand challenges:

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

Economic Development is structured under a number of functional areas, each with responsibility for delivering elements of the Glasgow Economic Strategy 2022-2030: [Glasgow Economic Strategy 2022-30](#)

More information about the activity and achievements of the Division can be found in the Annual Report:

[Economic Development Annual Report 2023-24](#)

1. Business Growth

The Business Growth team supports Glasgow SMEs by fostering the creation of new, viable start-ups, and by aiding the growth of existing SMEs. The core of this support is the business advisory service, which is delivered by in-house advisers, or by industry experts via the Glasgow Business Growth Framework. This includes a commitment to support social enterprises, co-operatives, and other purpose-led organisations with alternative operational models.

Additionally, the team delivers a range of Green Business Support interventions to help Glasgow SMEs adapt to climate change, become more climate resilient and

transition to net zero. This includes a Green Business Grant and programmes delivered in partnership with third-party specialists.

2. Digital Economy

The purpose of the Digital Economy function is to maximise the benefits of leveraging digital technology to support a sustainable and growing inclusive economy as identified in both the Glasgow Digital Strategy and the Scottish Technology Ecosystem Review by:

Improving the availability, capacity, and quality of digital connectivity

- Embedding digital-master planning within our planning and development policies and planning processes
- Increasing private investment in digital infrastructure
- Increasing our ability to influence inward investment, the plans for infrastructure for broadband and mobile connectivity
- Increasing competition for digital connectivity

Developing the pipeline of digital skills, providing opportunities for all

- Creating richer insight into the supply and demand of professional digital skills and taking a data-driven approach to investment and interventions
- Developing proposals for new initiatives to address skills gaps where required
- Increasing the number of young people, regardless of background, that choose to study STEM and pursue a digital career
- Offering learning opportunities for all citizens, including those who find traditional digital skills pathways unacceptable
- Providing opportunities for all ages to develop digital skills and support a digital career
- Improving the positive destinations of digital technology students and graduates

Identifying opportunities to grow the regional tech ecosystem

- Designing and implementing suitable interventions that shine light on areas of emerging opportunity, plug gaps in provision and address future needs of the regional digital economy
- Better connecting startups and scaleups with investors and corporates, providing real-time insights on the health of the regional innovation economy and showcasing Glasgow City Region's wider tech ecosystem to the world
- Bolstering tech ecosystem connectedness for local businesses and entrepreneurs by stimulating market square activity through events and meetups enabling learning, networking and ideas exchange
- Increasing the numbers and growth of digital/tech businesses
- Supporting economic growth in Glasgow's established and emerging cluster strengths by partnering with appropriate incubator and accelerator providers to enhance the regional offer with a view to increasing levels of venture capital into the tech ecosystem
- Establishing a stronger regional innovation identity for business, investment and talent linked to Scottish Tech Ecosystem Review (STER), the national innovation strategy and regional innovation action plan

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3. Employment & Skills

Economic Development has responsibility for the design and delivery of local integrated employability services in line with the national No One Left Behind agenda. This means working with partners to co-design, co-commission and monitor compliance of employability provision that supports those furthest from the labour market or experiencing in-work poverty.

No One Left Behind is a strategy that aims to put people at the centre of the design and delivery of employability services. Economic Development lead on the management of the Local Employability Partnership (LEP), which exists to provide strategic direction and leadership to this agenda. The LEP is accountable for directing investment of employability funding that has been allocated to the city.

4. Green Economy

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

Key aims of this approach are:

- To enable the city's businesses to take opportunities for generating and selling green goods and services and supporting decent jobs in the green economy.
- To engage with partners in key discussions around securing the huge investment needed to decarbonise the city and exploring associated models of finance, especially in relation to the built environment and transport.
- To connect the net zero sector to the wider innovation economy in the city so that the cluster of local businesses can grow, build export trade and take advantage of strong connections with colleges, universities and entrepreneurs.
- To bring a strong social justice element to all work in order to protect Glaswegian communities in the transition to a cleaner and greener economy and society, with a focus on working with local communities and young people to inform a Just Transition for the city.

5. Innovation

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

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

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

6. Invest Glasgow

Invest Glasgow offers comprehensive business support and guidance, providing one point of contact to all businesses, property investors, developers or individual talent considering investing, setting up or expanding in the city. We are dedicated to encouraging and assisting investment while promoting the Glasgow metropolitan area as one of the most investor and business-friendly locations in the UK and Europe.

As Glasgow's dedicated Investment Promotion Agency (IPA), we are committed to increasing inward flows of Foreign Direct Investment (FDI) which may bring both direct and indirect local economic benefits, e.g. by directly providing employment or indirectly improving productivity of domestic firms.

In attracting and retaining investors to the city, the inward investment team provides services that include: investor servicing and aftercare; business development and support; guidance on investment incentives and business support; access to partners and networks; tax and investment advice; location advice and property/site searches; undertaking investment generation by identifying and encouraging potential investors

The Glasgow Film Office also sits within Invest Glasgow and provides a "one stop shop" to support the logistical needs of film and television production. Working in close consultation with Council departments, local location owners and businesses the GFO ensures that Glasgow maintains its position as a fully supportive and film friendly location.

7. Climate Investment

In 2023, the function of Climate Investment was added to the division, recognising the importance of attracting investment to deliver on the city's ambitions on net-carbon zero. The area is responsible for leading on developing the conditions that will allow the private sector work alongside the Council and develop the business cases and secure the investment required for major green infrastructure projects.

Specifically, Climate Investment will focus on developing Glasgow's Model for Climate Investment. Implementing a Climate Investment Vehicle and Delivery Vehicle to unlock private sector finance as well as skills, capability, and capacity from the private sector.

8. Grants and Monitoring

The Grants and Monitoring Team was formed in 2024, it is responsible for -

- Delivering the Glasgow Communities Fund (GCF) and Glasgow's Holiday Programme, two key Council programmes which provide access to grant funding support to third sector organisations city-wide
- Monitoring compliance and performance of the Glasgow Futures Employability programme, ensuring that related participant data is accurately reported.

Further Information on the Glasgow Communities Fund can be found here:

[Glasgow Communities Fund](#)

Further information on Glasgow's Holiday Programme can be found here:

[Glasgow's Holiday Programme](#)

9. International

International activity is of significant value to Glasgow and its citizens. Our strategy harnesses the energy and capacity of our city partners, to ensure that our international activity works for the benefit of all Glaswegians. To do that, we have set out an international strategy that will deliver on the Glasgow's ambitions and bring together the component parts across 5 key pillars:

- Economy
- Civic and Communities
- Education
- Networks
- Culture and Events

E. Financial Inclusion and Transformation Team

The ambition of the Financial Inclusion and Transformation Team (FITT) is to '**eradicate poverty and facilitate public service reform**'. Guided by the [Christie Principles](#), our team works to mitigate against poverty in the short term, whilst shaping and implementing change processes that fundamentally reframe ways of working for the future.

The FITT delivers this agenda by progressing work across three functions: strategy, development, and test of change. This approach facilitates the identification of innovation through an intentional and thoughtful consideration of the challenges and opportunities to drive forward public service reform. Using this understanding of the scope for transformation, the team shapes potential new ways of working or shifts in focus and approach. These are then tested, with learning and insight collated and continual iteration undertaken to refine and perfect our approach and to inform and facilitate systemic change.

The key focus for the Financial Inclusion & Transformation Team in 2025/6 is to explore further the potential to secure public service reform by tackling child poverty and ultimately delivering 'Getting it Right for Every Child'. We will do this by;

1. Delivering Glasgow's Child Poverty Programme

Along with city partners, the FITT operates within a multi-disciplinary team established to identify and address the systemic barriers to public service reform. This work will deliver sustained and impactful improvements to the levels of child poverty through significant change work. The Programme is led by Glasgow City Council and Scottish Government and occupies an integral position within the national Child Poverty Strategy.

The Child Poverty Programme will concentrate its focus on:

- **Shared governance, priorities and accountability** for child poverty in the city is fundamental to securing improved outcomes for our families. The FITT will continue to facilitate the re-imagining of these through Glasgow's Community Planning Partnership (GCPP), its Community Plan and the associated performance framework. This places family poverty, and more specifically early intervention and prevention, at the heart of our shared city agenda and will drive public service reform through partnership. We will continue to strengthen the relationship with colleagues across the Council Family to share learning around transformational change, identify scope for collaboration and ensure the effective use of resources to deliver GIRFEC, The Promise, our Family Support Strategy and our Integrated Children's Services Plan.
- **Fragmentation** of service provision results in duplication of effort, inefficient use of resources and inconsistent practice. The creation of a 'No Wrong Door' model for Glasgow will streamline access to consistent person centred, holistic support and is aligned with the relaunch of the 'Getting it Right for Every Child' policy. NWD ensures that no matter where somebody first interacts with 'the system', they receive 'the right support, in the right place, at the right time'.

The Programme will continue to co-produce Glasgow's NWD model with services and organisations from the third, public and Registered Social Landlord sectors. To date, over 200 services have pledged their commitment to shaping this approach.

- **Data, specifically how we gather, interpret, share and use** this to best effect. The development of the Child Poverty Dashboard has demonstrated the huge value of access to accurate and detailed data to inform our work to tackle child poverty. Whilst it has underpinned our targeted activity, there is much still to do if we are to harness the full potential of this resource. Improved data sharing, to inform our understanding but also to facilitate intentional and proactive provision will further strengthen the impact of our work.
- **Maximising the impact of our collective funding** by remodelling allocation approaches, tackling the restrictive nature of awards to the city and securing flexibility for our resources. Substantial progress has been made with national colleagues to reframe the funding relationship between Scottish Government and the local authority. Across 2025/26 we will continue to explore the opportunities that this affords to consider the collective use and impact of funding allocated to Glasgow, linked to our shared governance, priorities and accountability structures. We will capture learning and expand the scope of this work across a wider range of funding streams. During 2025/26 we will consider the scope to broaden this approach to additional funding available in the city and share our experience to shape a national conversation on funding flexibility, transforming the use and impact of public finances for the long term.

2. Undertaking a Financial Inclusion Review

During the course of 2024, representatives of Glasgow's Advice & Information Network have joined the multi-disciplinary team. Working in partnership, good progress has been made to develop a revised model for both service delivery and funding of financial inclusion services in Glasgow. The new model, which is expected to go live in 2025, sets out clear ambitions for an early intervention/prevention approach to financial inclusion service delivery whilst providing a more streamlined funding model aligned to the wider principals of the Child Poverty Programme.

3. Refining the practical delivery of No Wrong Door

We will continue to evolve our person centred, holistic support service delivery model of 'No Wrong Door'. Currently operated as part of the FITT, the 'No Wrong Door Test of Change' services (Glasgow Helps, Improving the Cancer Journey and Long Term Conditions teams) provides the scope to test prevention and early intervention approaches, strengthen operational joins across the city infrastructure, and explore opportunities to shape a consistent city approach to strengths based, trauma informed family support. We will continue to shape this work, including consideration of a permanent host for this operational offer across the wider Council Family.

The ambition and activities driven forward by the Financial Inclusion and Transformation team provides a pivotal contribution to deliver the Council's Strategic Plan's Grand Challenge to 'reduce poverty and inequality in our communities'.

F. Glasgow City Region Programme Management Office

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

1. Regional Strategic Economic Planning

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

The team also developed the Regional Economic Strategy Action Plan which was agreed in August 2022. The Plan sets out 14 key programmes and their high-level actions, including the ongoing delivery of the City Deal, which will support the Region's key economic challenges and ambitions.

2. Glasgow City Region City Deal

Eight neighbouring local authorities across back to work. The projects are also improving transport connectivity, driving business innovation and growth and leveraging billions of pounds of private sector investment.

Programme Management Office, based in Glasgow as the Lead Authority, administers and manages the Programme of 22 projects. It liaises with the UK and Scottish Governments and other stakeholders and services Glasgow City Region City Deal Governance bodies. More information is available on the [City Deal website](#).

3. Regional Intelligence Hub

The Glasgow City Region Intelligence Hub provides a range of economic intelligence related services, including data analysis, policy research, economic modelling, and project evaluation for the City Region and the City Deal. The work covers a broad range of economic issues, amongst which are demographics, land use, sustainability, inward investment, tourism, transport, enterprise, skills, employment and housing. One of key functions of the Hub is to make the case for investment. Recent work includes using new techniques and datasets to identify the Region's economic clusters specialisms. This is underpinning work on the development of the new Glasgow City Region Innovation Action Plan and Investment Zone.

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

The Glasgow Family Human Resources (HR) community including Corporate HR, Service Strategic HR, Equal Pay Programme, Organisational Development, Job Evaluation, Health & Safety and Resilience teams is organised to provide the most efficient professional service by making the best use of subject matter expertise and delivering a consistent policy approach, working across all business areas to support the delivery of council objectives.

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

A summary of each area is included below:

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

Organisational Development provides training and development frameworks, guidance and e-learning/digital learning to ensure the development of employees to meet the objectives of the Council.

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

Service Strategic HR teams build and maintain reliable and flexible HR and people management frameworks, providing expert HR advice and guidance which supports and develops managers and staff to deliver better services and meet the Council's objectives. Service reforms, workforce planning, resourcing, organisation design and development, equalities and industrial relations are some of the main accountabilities of teams. Service Strategic HR teams for Chief Executive Department, Financial Services, Education Services and Neighbourhood, Regeneration and Sustainability, are positioned within direct organisation structure of Head of HR, with Glasgow City Health and Social Care Partnership (GCHSCP) Service Strategic HR team sit within the GCHSCP organisation structure whilst operating as an integral part of the overall council HR community with strategic and policy oversight from Head of HR.

The Equal Pay Programme sits within the Head of HR, with sponsorship from Director of Communication and Corporate Governance and reporting to the Equal

Pay Steering Group to progress all aspects of implementation of the council's Equal Pay, most notably the implementation of a new Job Evaluation process and subsequently Pay and Grading Structure.

H. Legal and Administration Services

Legal and Administration Services is a broad ranging service that covers a number of areas including support to the Council's decision-making process and ensuring that legislative requirements are met so that the interests of the Council are safeguarded. There are 3 key sections within Legal and Administration, one of which is Digital Services covered separately above. The other 2 areas are Legal and Democratic Services and the Corporate Procurement Unit.

1. Legal and Democratic Services is made up of the following service areas:

a) Members Support Services

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

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

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

b) Committee Services

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

c) Election Office

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

d) Licensing and Public Processions

The Council has a legal duty to act as Licensing Authority for Glasgow, regulating a range of different activities and business sectors including taxis and private hire cars, houses in multiple occupation, street trading and public entertainment. The licensing team is responsible for the processing of license applications, including carrying out statutory consultations and for the development of licensing policy. The licensing section is also responsible for the licensing and regulation of the sale of alcohol and

gambling activity carried out in premises, and for providing legal advice and administrative support to the council's Licensing and Regulatory Committee and the Licensing Board. It also administers the notification process for public processions.

e) Litigation

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

f) Registrars

This is a statutory service which is responsible for the registration of Births, Stillbirths, Deaths, Marriages and civil partnerships. It is also responsible for the preparation and issue of all extracts held within these registers (with the exception of Stillbirths) and for conducting Civil Marriages and Civil Partnerships either within our own council premises or at venues throughout the city. Other enhanced services include delivering British Citizenship Ceremonies on behalf of the Home Office; conducting non statutory ceremonies in response to customer demand i.e. Renewal of Vows and Baby Naming and managing and running the Family History Centre based within the Mitchell Library. The service has a number of partnership working arrangements that include Glasgow Life (Libraries and Archives), Department of Work and Pensions (Tell Us Once), Social Work Services (Family Finding), NHS Greater Glasgow and Clyde (remote Death registrations), National Records Office for Scotland (Legislative Body for Registration in Scotland) and the Home Office and Immigration Service (British Citizenships and Marriage Referrals).

g) Corporate and Property Law

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

Current major projects and initiatives include the delivery of the Commonwealth Games 2026, future of ICT, , replacement of strategic payroll and payments system, Empty Homes, City Deal infrastructure projects, Climate and Sustainability projects, Strathclyde Pension Fund investments, as well as emerging projects such as the Clyde Metro Project and the climate investment programme.

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

h) Information and Data Protection Team

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

The Data Protection Officer and Depute Data Protection officer sit within this team, together with the Council's paralegals. All aspects of data protection for the Council family are handled including data sharing and processing agreements, data breaches and complaints. As well as supporting the freedom of information and data protection work, the paralegal team deal with a wide range of legal issues such as the awards of contract and property title deeds

2. Corporate Procurement Unit (CPU)

The Council currently has a commercial spend profile of £765m relating to the procurement of goods, services and works. This increases to £912m across the entire Council family and is split into 65 commodities.

The CPU manage 52 of the 65 commodities and influences approximately £411m of the £912m commercial spend. The Health and Social Care Partnership (HSCP) is responsible for the procurement of care related commodities which covers approximately £343m of the commercial value.

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

The CPU and HSCP support delivery of the Council's [Sustainable Procurement-Strategy 2023-27](#) (Procurement Strategy), which received approval from the City Administration Committee at its meeting on 16 March 2023 following consideration and review by the Wellbeing, Equalities, Communities, Culture and Engagement City Policy Committee at its meeting held on 2 March 2023.

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

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

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

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

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

The Strategy will be delivered via a comprehensive Action Plan. The performance against the Action Plan will be reported to, and monitored bi-annually, by the Contracts and Property Committee. Progress will also be overseen by two officer groups; the Procurement Advisory Board (chaired by the Director of Legal and Administration Services) which is held every 8 weeks; and to the Corporate Procurement Asset Board (with representation from across the council family) and which is held quarterly.

Section 18 of the Act also requires a contracting authority to publish an Annual Procurement Report (APR). The APR monitors the authority's regulated procurement activities against delivery of its Procurement Strategy and should be published as soon as is reasonably practicable after the end of its financial year. Regulated procurement relates to services and goods contracts >£50k and works >£2m. The APR for FY24.25 will be reported to the Contracts and Property Committee for noting and then sent to the Scottish ministers in accordance with the requirements of the Act.

Link to the [Corporate-Strategy-Annual-Report FY23.24](#)

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

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

- Skills and Training – 478 outcomes delivered
- Supply chain Development – 116 outcomes delivered
- Community engagement – 367 outcomes delivered
- Industry recognised qualifications – 175 outcomes delivered
- Financial Contribution - £360,000

Since Implementation of the Sustainable Procurement Strategy 2023-2027, in March 2023, the council has achieved the following Community Benefit Outcomes:

- Skills and Training – 272 outcomes delivered
- Supply chain Development – 44 outcomes delivered
- Community engagement (hours) – 149 outcomes
- Financial Contribution:
 - £5.08m cashable savings and
 - £11.42m non-cashable savings
- Industry recognised qualifications – 30 outcomes delivered

I. Strategic Partnership and Communication

1. The Public Relations Office

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

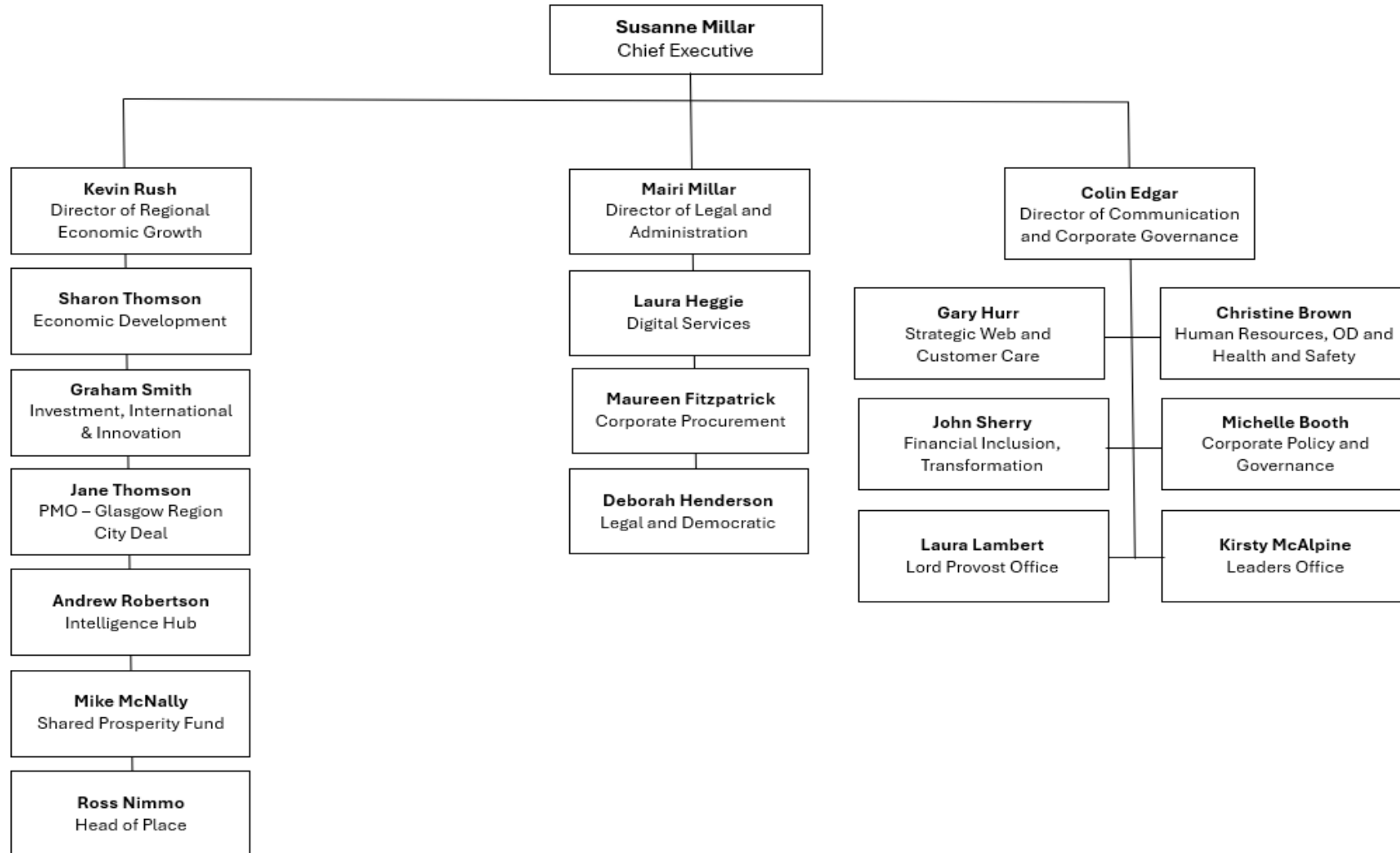
2. The Leader's Office

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

3. The Lord Provost and International Office

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

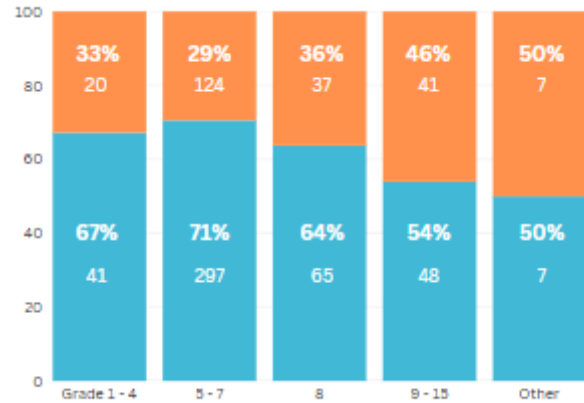
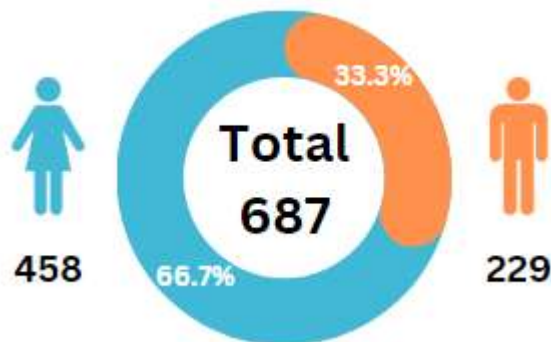
Chief Executive Department: Organisational Structure (April 2025)



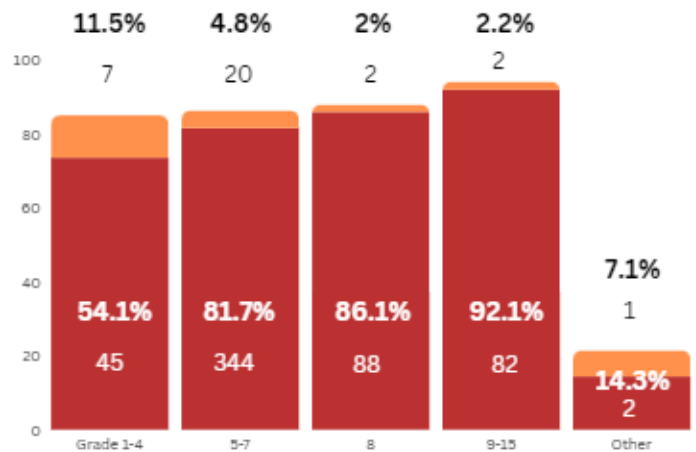
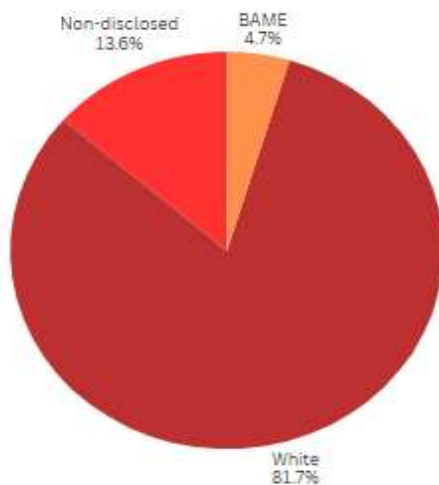
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Chief Executive's Department Staffing

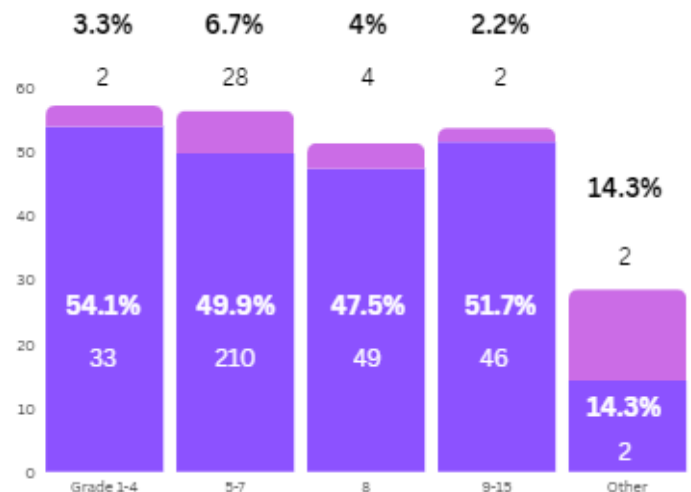
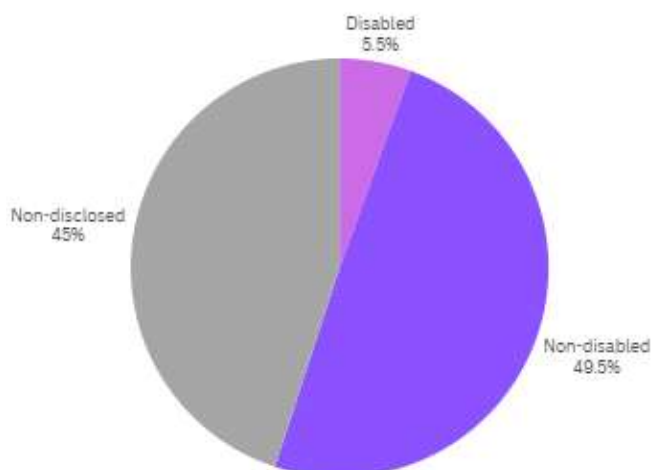
The Department's staff number is now 687. The images below provide an overview of our staffing by gender, ethnicity and disability by grade as at 31st March 2025.



Ethnicity



Disability



Financial resources: Budget

This section summarises the **Chief Executive's Department's** budget for **2024/25** and **2025/26**. The approved budget is shown below:

2024-25 Approved Net Expenditure Budget	2025-26 Approved Net Expenditure Budget
62,022,800	59,279,800

2024/25 Budget (£)	Expenditure	2025/26 Budget (£)
9,712,900	Communication and Corporate Governance	10,331,300
4,512,700	Human Resources	4,775,300
7,216,600	Transformation and Financial Inclusion	8,488,900
11,476,600	Legal and Administration	12,016,300
48,090,600	Digital Services	69,267,600
42,469,900	Economic Development	39,115,000
123,479,300	Direct Departmental Expenditure	143,994,400
-43,749,500	Central Charges	-66,099,600
79,729,800	Total Expenditure	77,894,800
Income		
294,400	Communication and Corporate Governance	628,500
314,800	Human Resources	417,300
477,700	Transformation and Financial Inclusion	393,400
6,815,700	Legal and Administration	7,245,200
8,131,100	Digital Services	8,131,100
1,673,300	Economic Development	1,799,500
17,707,000	Direct Departmental Income	18,615,000
62,022,800	Net Expenditure	59,279,800

Subjective Analysis

2024/25 Budget		2025/26 Budget
(£)	Expenditure	(£)
38,938,700	Employee Costs	38,947,700
376,700	Premises Costs	371,500
40,700	Transport and plant	37,300
12,543,500	Supplies and services	12,388,700
37,707,200	Third party payments	58,404,900
34,679,200	Transfer payments	34,152,000
-806,700	Transfer to capital	-307,700
123,479,300	Direct Departmental Expenditure	143,994,400
-43,749,500	Central Charges	-66,099,600
79,729,800	Total Expenditure	77,894,800

2024/25 Outturn Position

The Outturn position to be reported to the **City Administration Committee** in June 2025.

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

2024/25 Final	
Outturn	£m
Net Expenditure	—
Estimate	—
Variance	—

Section 2 – How the Service will meet its Commitments

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

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

Setting out four key challenges and more than 230 commitments, the Plan will continue to support and deliver on the city's main priorities.

The four Grand Challenges have been identified as:

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

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

Glasgow City Council revisits the plan annually to ensure it remains fit for purpose. This will [ensure commitments are updated](#) in line with changing circumstances.

The new Strategic Plan 2017-22 was unanimously agreed at full council in October 2022.

Strategic Plan Reporting 2022-27

Since the inception of the Council Strategic Plan, service areas within the Chief Executive have contributed to committee updates.

With regard to the previous and present reporting period, the key actions/delivery goals of services departments within the Chief Executive are listed in the table below.

CED Service Department	Action/ Delivery area	Grand Challenge/ Service Priority	Timescale
Communities Team	Support to Community Councils through targeted development programmes and networks to share knowledge, skills and experience amongst Community Councillors, to enable them to best represent their communities. Work is also ongoing in the reestablishment of Community Councils in targeted localities that currently don't have an active Community Council	Run an open, well governed council in partnership with all our communities	2025-26
Communities Team	Building on the existing citywide community engagement group to ensure best practice and shared practice in all community facing work across the Council family.	Run an open, well governed council in partnership with all our communities	2025-26
Communities Team	Supporting the continued development of Area Partnerships across the city, bringing not only a geographic focus to community support, but a thematic approach to building community ties and community participation.	Run an open, well governed council in partnership with all our communities	2025-26
Policy Corporate and Governance	Continue to develop Performance Manual approach through Strategic Performance Working Group. Update to be reported to Scrutiny Committee autumn 2025; including revised reporting template. Continue scoping of Performance Framework for LOIP; and links to Performance Manual.	GC1	2025-26
Policy Corporate and Governance	Co-ordinate Implementation of BSL Action Plan, and the ongoing engagement with the Glasgow Deaf Community through the BSL User Reference Group	GC4 Mission 2	2024-29
Policy Corporate and Governance	Implement training module for Climate Change Impact Assessment (CCIA) toolkit and Training Module in conjunction with NRS Launch GOLD module for CCIA	GC3 Mission 2	2025-26
Policy Corporate and Governance	Continue to deliver Equality Impact Assessment Training	GC4 Mission 2	2025-26

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	Launch GOLD module for EQIA		
Policy Corporate and Governance	Report on the Equality Outcomes, and develop action plan for Equality Outcomes for 2025-2029 Revised Action Plan for Services in Autumn 2025	GC4	2025-29
Policy Corporate and Governance	Continue to support the development of Forums to support Communities of Interest; including LGBTQ+, Faith Groups, BSL, Gaelic and Disability Groups	GC4	2025-26
Policy Corporate and Governance	Scope Open Government Action Plan approach and set agreed parameters for Action Plan development	GC4 Mission 2	2025
Policy Corporate and Governance	Continue to Roll Out Senior Management Team Risk and Performance Reporting Framework	GC4	2025
Policy Corporate and Governance	Revision of Corporate Risk management Policy and Framework including training	GC4	2025
Chief Executive's Department	Progressing the implementation of enhanced governance arrangements, procedural changes, audit recommendations and updates to the Council's Scheme of Delegated Functions to address the issues and recommendations highlighted following senior officer exit payments.	GC4	2025-27
Digital Services	Digital Glasgow Strategy 2024-2030 (DGS) <ul style="list-style-type: none"> Continue to deliver and implement the DGS and associated governance arrangements. Working with stakeholders, develop and advance the Implementation Plan for 2025/26. 	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities	2025-2026
Digital Services	Business Intelligence and Information Management <ul style="list-style-type: none"> Deliver a broad range of initiatives to improve the collection, management, and use of data across the Council Family. Continue to develop the Council Family's capability to innovate and take data-led and informed strategic, policy and operational decisions. 	Enable staff to deliver essential services in a sustainable, innovative and	2025-2026

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	<ul style="list-style-type: none"> • Use campaigns and case studies to promote and showcase the benefits and impacts of digital and data. • Implement the Council's Records Management Plan. 	efficient way for our communities	
Digital Services	<p>Enabling digital services and transformation</p> <ul style="list-style-type: none"> • Continue to support the Council Family and shape and enable digital services and transformation through the work of Business Partners and the provision of business architecture and analysis expertise. • Ensure robust management of the digital and ICT services contracts, including service performance, contractual commitments and the management of commercial arrangements and digitally enabled projects/ programmes. • Ensure robust management of the Council's ICT infrastructure and enterprise architecture. 	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities	2025-2026
Digital Services	<p>Business Continuity</p> <ul style="list-style-type: none"> • Continue to support implementation of the Corporate Business Continuity (BC) Management Policy and Framework across the Council Family. • Facilitate collaboration and information sharing through the BC Forum and the BC Workplan to improve planning and management of dependencies. 	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities	2025-2026
Digital Services	<p>Road to Multi-Source Strategy (R2MS) (Formerly referred to as Future of Digital and ICT Services (FICT) project)</p> <p>Progress the Council's Road to Multi-Source Strategy (R2MS) to deliver a new operating model for the Council Family's ICT and digital services, including:</p> <ul style="list-style-type: none"> • Advance service tower re-procurements and associated transition and exit activities. • Continue proactive communication and stakeholder engagement. • Continue to implement and mature the new Service Integration and Management (SIAM) function within Digital Services. 	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities	2025-2026
Economic Development	<p>Delivery of the Glasgow Futures programme to provide person centred holistic support to those furthest from the labour market or experiencing in-work poverty.</p> <p>This will include the roll out of the Glasgow Futures Quality Standard.</p>	Increase opportunity and prosperity for all our citizens	2025-2026

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Economic Development	Continued implementation of the Just Transition Skills Action Plan (2023-2030) to ensure that every Glaswegian can reskill and upskill to participate in the transition to a net zero and climate-resilient economy. Activity in 2025/26 will include the development of training support interventions, tailored career support, and Further/Higher Education curriculum development.	Increase opportunity and prosperity for all our citizens	2025-2026
Economic Development	Establish a Model for Climate Investment for Glasgow	Fight the climate emergency in a just transition to a net zero Glasgow	2025-2027
Economic Development	Deliver the Innovation Accelerator extension	Increase opportunity and prosperity for all our citizens	2025-2026
Economic Development	Create an International Support programme using UK Shared Prosperity Funding	Increase opportunity and prosperity for all our citizens	2025-2026
Economic Development	Invest Glasgow will prioritise working collaboratively and creatively with city partners to ensure that all potential inward investment opportunities (in the pipeline) result in a successful conclusion.	Increase opportunity and prosperity for all our citizens	2025-2026
Economic Development	The Glasgow Film Office will continue to promote Glasgow as a film-friendly production base, offering guidance on bringing bring tv and film productions to the city, which in turn brings economic and employment benefits.	Increase opportunity and prosperity for all our citizens	2025-2026
Economic Development	Implement the final year of the 3-year Glasgow Communities Fund (2023-2026) programme and report on 2023/24 Annual Performance. Applications to the next phase of the Glasgow Communities Fund (2026-2029) will be assessed, with the aim of funding decisions being made by November 2025 for implementation from 1 April 2026.	Reduce Poverty and Inequality in our Communities	2025-2026

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Economic Development	Implement Glasgow's Holiday Programme, delivering city-wide programmes of food and activities to children and young people during the Summer, October and Spring school holidays in 2025/2026.	Increase opportunity and prosperity for all our citizens	2025-2026
Economic Development	Design and implement fully digital processes for compliance and performance monitoring for the Glasgow Futures Employability Programme.	Increase opportunity and prosperity for all our citizens	2025-2026
Economic Development	Procurement and implementation of a Grants Management System to support grant programmes across the division and potentially wider across Chief Executive's Department.	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities	2025-2026
Financial Inclusion and Transformation Team	Continue to ensure GCC deliver their statutory responsibilities in relation to poverty, including child poverty and the delivery of the Local Child Poverty Annual Report. To ensure GCC play an active role in the GCPP's commitment to addressing Child Poverty, we will refresh Child Poverty Governance arrangements across the council, embedding this work across our CMT.	End child poverty in our city using early intervention to support families	2024-2025
Financial Inclusion and Transformation Team	Identify and progress innovations that provide opportunities to address systemic barriers to more effective working. The Child Poverty Programme will provide opportunities to progress further action around funding flexibilities, policy alignment, shared accountability, data sharing and use to effectively target our efforts.	End child poverty in our city using early intervention to support families	2024-2025
Financial Inclusion and Transformation Team	Develop services that focus on the provision of whole person/family support. Our work to shape a No Wrong Door model for the city will facilitate consistent, joined up and high quality practice to deliver family support. The Council will continue to evolve it's operational service (Glasgow Helps, ICJ and LTC) and co-ordinate with similar offers across the Council Family.	End child poverty in our city using early intervention to support families	2024-2025
Financial Inclusion and	Develop and ensure delivery of local policy in relation to poverty and public sector reform.	Enable staff to deliver a	2024-2025

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Transformation Team	We will support the ongoing alignment of local policies that will deliver improved outcomes for families including the Community Plan, The Promise, Integrated Children's Services Plan, Child Poverty Programme, and GIRFEC.	sustainable and innovative council structure that delivers value for money	
Financial Inclusion and Transformation Team	Ensure sufficient mechanisms are in place to put lived experience at the centre of shaping policy and its implementation. We will continue to champion co-design and embedding lived experience across our work through our partnership with CCI and GCVS. These partnerships will be key to ensuring that user voice plays a crucial role in designing services and policies. We will also complete the review of the Poverty Leadership Panel.	End child poverty in our city using early intervention to support families	2024-2025
Glasgow City Region Programme Management Office	Continuing the delivery of 14 programmes within the Regional Economic Strategy Action Plan;	Deliver sustainable transport and travel aligned with the city region	2025-2026
Glasgow City Region Programme Management Office	Completing the Gateway Review 2 exercise and implementing actions from the accompanying Gateway Readiness Improvement Plan	Support the growth of an innovative, resilient and net zero carbon economy Deliver sustainable transport and travel aligned with the city region	2025-2026
Glasgow City Region Programme Management Office	Continuing the roll out of a Health Inequalities Impact Assessment Toolkit for capital projects;	Improve the health and wellbeing of our local communities	2025-2026

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Glasgow City Region Programme Management Office	Operationalising the new Glasgow City Region Place team and governance structures.	Create safe, clean and thriving neighbourhoods	2025-2026
Glasgow City Region Programme Management Office	Scoping a Regional Spatial Strategy.	Across a number of Grand Challenges	2025-2026
Glasgow City Region Programme Management Office	Creating a Strategic Masterplan for Clyde Mission.	Support the growth of an innovative, resilient and net zero carbon economy	2025-2026
Glasgow City Region Programme Management Office	Commencing the Clyde Mission Heat Decarbonisation Fund.	Support the growth of an innovative, resilient and net zero carbon economy	2025-2026
Glasgow City Region Programme Management Office	<p>The first 3-year programme of the UK Shared Prosperity Fund will conclude 31 March 2025. The GCR PMO will continue to co-ordinate reporting across the 8 Member Authorities and the UK Government.</p> <p>UKG has committed to a Yr4 of UKSPF and MAs have been advised of their allocations.</p> <p>GCR and the MAs will work with UKG and SG in the coming months to support the design of the successor programme to UKSF, due to commence April 2026.</p>	<p>Across the following Grand Challenges</p> <p>Increase Opportunity And Prosperity For All Our Citizens</p> <p>Fight The Climate Emergency In A Just Transition To A Net Zero Glasgow</p>	2025-2026

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Glasgow City Region Programme Management Office	The GCR PMO continues to support the Regional Skills Devolution Group (RSDG) and engage with the Scottish Government to progress the devolution of skills planning and delivery to a regional level, aligning with the recommendations from the 2023 Withers Report.	Support the growth of an innovative, resilient and net zero carbon economy	2025-2026
Glasgow City Region Programme Management Office	Collation of the Region's Investment Zone proposition for consideration and approval by the UK and Scottish Governments - finalisation of the GCR Investment Zone proposal to UK and Scottish Governments – this is due Summer 2025	Support the growth of an innovative, resilient and net zero carbon economy Become a net zero carbon city by 2030	2025-2026
Glasgow City Region Programme Management Office	Some of the key work being undertaken through the Intelligence Hub includes. <ul style="list-style-type: none"> Continuing to support local authorities to understand economic challenges / opportunities and how to address them Support for local authorities attract investment into the Region Work to support regional activity such as Clyde Mission and study in how to improve public sector productivity Provision of evidence to support the completion of Glasgow City Region City Deal Gateway 2 	Across a number of Grand Challenge 2 (Increase Opportunity And Prosperity For All Our Citizens) Missions	2025-2026
Glasgow City Region Programme Management Office	The further development of the GCR Innovation Action Plan and supporting the case for a regional innovation deal	Included in the Grand Challenge Increase Opportunity And Prosperity For All Our Citizens	2025-2026
Human Resources (HR), Organisational Development (OD), Equal Pay	Health & Wellbeing / Maximising Attendance We remain fully committed to supporting staff mental and physical health and wellbeing. Our Staff Health and Wellbeing Strategy 2021-2024 has concluded and on agreement of the Council's Equality Outcomes 2025-29 an updated approach will be agreed which	GC4 Mission 3	2025-26

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(Job Evaluation & Pay and Grading), Health & Safety/Resilience	<p>ensures we take action to support employees attendance at work with both corporate and service level action plans.</p> <p>Key activities include:</p> <ul style="list-style-type: none"> • The ongoing promotion of our workforce wellbeing support area on the council's external facing website as a comprehensive 'one stop shop' for a wealth of wellbeing resources and supports that are easily accessible to all staff online from any device. • Delivery of annual local and national health promotional campaigns through our monthly corporate staff news updates and Promotion of ongoing Scottish Government and NHS Scotland focused public health campaigns through regular corporate news updates and staff announcements; • Development of our Inclusion Calendar including Health & Wellbeing related training to support employees' wellbeing and assist managers to maximise attendance in their teams • Continued promotion and access to our Employee Assistance Programme (EAP) which provides free, 24/7 confidential information and support to help staff navigate any of life's challenges; • Our continued official workplace partnership status with See Me in recognition of our continued organisational good practice aligned to national workplace programme standards; • Continuing our partnership with Able Futures to help raise awareness of, and improve staff access to, the Department of Work and Pensions Access to Work Mental Health Support Service which provides 9 months of free, confidential work-focused support from a qualified mental health professional • Our HR Strategic Attendance Management Forum will continue to review these activities and identify appropriate actions to support employees to be able to attend work. 		
Equal Pay Programme	<p>The key priority of the HR community is to deliver the EQP programme through robust application of the SJC job evaluation scheme and the subsequent design and implementation of an appropriate pay and grading structure for all employees within roles covered by the SJC arrangements. This programme has the key aim of paying equally for work of equal value.</p>	GC4 Mission 3	2025-26

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	<p>Key activities include:</p> <p>a) Working in close conjunction with TU representatives and services, ensure compliance with SJC guidance to evaluate SJC linked roles (all non-teaching) is conducted efficiently and effectively.</p> <p>b) Pay and grading – design, negotiate and implement a new pay and grading structure, based on the results of the job evaluation process.</p>		
Human Resources (HR), Organisational Development (OD), Equal Pay (Job Evaluation & Pay and Grading), Health & Safety/Resilience	<p>Remuneration Arrangements</p> <p>Until the Job Evaluation exercise is complete our current Pay & Grading Structure remains in place. Activity is carried out to support services with allocation to the pay and grading structure and managing final stage grading grievances.</p> <p>Alongside this and working with CBS we ensure compliance with pay legislation and implementation of pay agreements.</p>	GC4 Mission 3	2025-26
Human Resources (HR), Organisational Development (OD), Equal Pay (Job Evaluation & Pay and Grading), Health & Safety/Resilience	<p>Employment Policy & Guidance Review</p> <p>We continue to review our employment policies, practices, and guidance to ensure we meet or exceed legislative compliance, there are several key pieces of legislation progressing during 2025 with a summary shown below:</p> <ul style="list-style-type: none"> • Implementation of Disclosure Scotland Act (2020) including changes to Disclosure Scotland & Introduction of extended Protecting Vulnerable Groups checking • Ongoing implementation of activity in relation to Worker Protection (Amendment of Equality Act 2010) Act duty to prevent Sexual Harassment in the workplace • Economic Crime and Corporate Transparency Act 2023 • Paternity Leave (Bereavement) Act 2024 • <u>Bullying and Respect at Work Bill 2024</u> • Employment Rights Bill 2024 (an extensive bill with various proposed pieces of legislation covering fair workplace practices and enforcement of employment rights, 	GC4 Mission 3	2025-26

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	<p>enhancing family-friendly rights, fairness equality and wellbeing of workers and modernising trade union legislation.</p> <ul style="list-style-type: none"> • Impact of Supreme Court Ruling in for Women Scotland Ltd vs Scottish Ministers 		
Human Resources (HR), Organisational Development (OD), Equal Pay (Job Evaluation & Pay and Grading), Health & Safety/Resilience	<p>Workforce Planning and Service Reform</p> <p>HR provides frameworks to facilitate and implement service reforms which have employee impact.</p> <p>Service Strategic HR teams provide key advice and guidance to senior service line management to achieve the delivery of savings targets. This includes support for redeployment within and across Service areas, identifying re-training opportunities and where required support the planning and management of ER/VR departures. Activity will also be taken to meet the requirements of the report 'Review of Arrangements for Chief Officer Departures' recently presented to Finance Audit Scrutiny Committee and City Administration Committee, including the establishment of a corporate Workforce Planning Board.</p> <p>HR teams across Services and Corporately support the services in meeting the challenges of recruitment and retention in critical skills and occupational groups. Developing improved frameworks for recruitment exercises, including increased use of social media, proactive input from recruiting managers, modernising our employment offerings where possible, and working with COSLA to improve the user experience of myjobscotland.</p>	GC4 Mission 3	2025-26
Human Resources (HR), Organisational Development (OD), Equal Pay (Job Evaluation & Pay and Grading), Health	<p>Industrial Relations</p> <p>A lead and coordinating role is taken by HR at both corporate and service strategic HR level, to deliver an effective employee and industrial relations climate. The joint Workforce Planning Board and the Strategic TU Forum consider cross council strategic issues and Services operate service specific joint forums to ensure that escalated matters can be resolved. Corporate HR facilitate the Personnel Appeals Committee, providing expert support and guidance to the Elected Members for Stage 3 Grievances and Appeals Against Dismissal.</p>	GC4 Mission 3	2025-26

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& Safety/Resilience	The focus on TU engagement during 2025/26 will be on the completion of the Job Evaluation project and the introduction of a new Pay and Grading Structure. In addition, there will continue to be significant TU consultation on workforce planning matters associated with the delivery of post reductions required to meet the savings targets.		
Human Resources (HR), Organisational Development (OD), Equal Pay (Job Evaluation & Pay and Grading), Health & Safety/Resilience	Equality, Diversity & Inclusion (ED&I) Our Employment Equality Outcomes 2021–2025 have concluded and our updated outcomes will be presented to committee for approval and will outline our key commitments to ensure we are an inclusive and diverse employer. We will continue to deliver a suite of ED&I training within the service and across the organisation. Our four employee inclusion networks (BAME, Carers, Disabled, Prism (LGBTQI+) and Womens) continue to grow offering regular events. As has been the case over recent years we have and will continue our work to increase BME and disabled representation within the organisation whilst also taking an intersectional approach to our ED&I activities. We will take action to maintain our external ED&I Accreditations of Silver Employers Network for Equality & Inclusion Disability Confident, Age Positive, Carer Positive Exemplary Employer and Stonewall Scotland.	GC4 Mission 3	2025-26
Human Resources (HR), Organisational Development (OD), Equal Pay (Job Evaluation & Pay and Grading), Health & Safety/Resilience	Equally Safe Implementation In 2023 we achieved Development Stage of Equally Safe accreditation, which is the Scottish Government led programme supporting employers to improve their employment practice to advance gender equality at work and prevent violence against women. During 2024 the steering group developed an action plan towards achieving Bronze accreditation, the work of the group will continue during 2025.	GC4	2025-26
Human Resources (HR), Organisational Development (OD), Equal Pay (Job Evaluation &	Organisation Development The small Organisational Development team provide associated frameworks for use across the organisation, including generic GOLD courses, leadership and management and career development products. Facilitation support is also available to individual Service specific requirements.	GC4 Mission 3	2025-26

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Pay and Grading), Health & Safety/Resilience	Alignment and ongoing work with City Region Skills Development will continue which has seen a focus towards development of Graduate Apprenticeships for difficult to fill roles across Local Government and maximising youth employment programmes to address the impact of an ageing workforce with a focus on those further removed from the employment market due to socioeconomic disadvantage (BAME, Care experienced, Disabled, Impacted by poverty)		
Human Resources (HR), Organisational Development (OD), Equal Pay (Job Evaluation & Pay and Grading), Health & Safety/Resilience	Youth Employment Strategy We will continue to take activity so support our Youth Employment Strategy supported by Economic Development including delivery of our Corporate Graduate Programme, Internship Programme and Modern Apprenticeship Programme.	GC4 Mission 3	2025-26
Legal and Administration Services	Some of the key are of ongoing work within Legal Services across 2024-25 will be focused on: <ul style="list-style-type: none"> - The impact the ongoing housing crisis is having on our ability to manage interim homeless accommodation arrangements - on-going historic abuse cases - Covid Inquiry 	Run an open, well governed council in partnership with all our communities	2024-2025
Legal and Administration Services	In terms of our Corporate & Property Law work our key focus areas will be: <ul style="list-style-type: none"> - New and emerging projects such as potential Investment Partner opportunities, Clyde Metro Project - ICO monitoring of Social Work SAR backlog 	Run an open, well governed council in partnership with all our communities	2024-2025
Legal and Administration Services	We will be involved in work to prepare for the upcoming Scottish Parliamentary Elections.	Run an open, well governed council in partnership with all our communities	2024-2025

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Legal and Administration Services	In terms of our work to support Elected Members and Committee Services we will continue to work to ensure robust arrangements to support elected members and public accountability (suitable IT to support ICT delivery of Council and Committee meetings)	Run an open, well governed council in partnership with all our communities	2024-2025
Legal and Administration Services	<p>Ensure continued delivery of the council's Sustainable Procurement Strategy 2023-2027 (Strategy) Action Plan. In particular, the key actions targeted for delivery in 2024, among them:</p> <ul style="list-style-type: none"> - Delivery of the procurement ICT/BAU pipeline/workplan to support continuity of council services and compliance with procurement legislation. - Delivery of the procurement Glasgow City Region EV infrastructure and 5G Innovation Programme workplan - The council participated in the national Procurement Commercial Improvement Programme (PCIP). The programme covers <p>11 key areas:</p> <ul style="list-style-type: none"> • Procurement Influence • Procurement Strategy • Learning and Skills capability • Risk Management • Commercial Awareness Acumen • Continuous Improvement of Procurement Activity • Climate Change • Implementation & Exit Strategies, Life Cycle Planning • Contract and Supplier Management • Contractual Obligations & Additional Benefits • Lessons Learned <p>The council achieved advanced banding for the 11 areas which is the highest possible banding available. An outcomes report was created by Scotland Excel and issued to the council covering a limited number of areas that we could look to expand and improved upon. An action plan has been created to deliver on these actions.</p>	Grand Challenge 4 Mission 2	2025-26

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Strategic Partnership and Communication	Proactive communication and campaigns for each service portfolio – examples include LEZ, 20mph, city centre task force, budget savings and investments, George Square, school attendance, 850 celebrations, equal pay & job evaluation, tackling poverty and heat poverty.	Grand Challenge 4 Mission 2	2025-26
Strategic Partnership and Communication	Provide reactive communications – responding to daily media enquiries	Grand Challenge 4 Mission 2	2025-26
Strategic Partnership and Communication	Provide crisis communications for service areas within Glasgow City Council	Grand Challenge 4 Mission 2	2025-26
Strategic Partnership and Communication	Provide Emergency and resilience communications	Grand Challenge 4 Mission 2	2025-26
Strategic Partnership and Communication	Provide communications for events	Grand Challenge 4 Mission 2	2025-26
Strategic Partnership and Communication	Provide required communications around Elections	Grand Challenge 4 Mission 2	2025-26
Strategic Partnership and Communication	Support and deliver communications planning for service areas	Grand Challenge 4 Mission 2	2025-26
Strategic Partnership and Communication	Support and deliver communications for committees and reports	Grand Challenge 4 Mission 2	2025-26
Strategic Partnership and Communication	Provide City Convener communications	Grand Challenge 4 Mission 2	2025-26
Strategic Partnership and Communication	Provide and deliver On call duty press officer out of hours	Grand Challenge 4 Mission 2	2025-26

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Strategic Partnership and Communication	Provide communications advice and support to Executive Directors and senior officers	Grand Challenge 4 Mission 2	2025-26
Strategic Partnership and Communication	Support delivery and ongoing monthly promotion of critical Information Security and Data Protection (#SafeGlasgow) communications -both proactive and reactive, to meet compliance and statutory requirements. This includes supporting all council family staff to take the mandatory annual course for 2025 /2026.	Grand Challenge 4 Mission 2	2025-26
Strategic Partnership and Communication	Support the ongoing delivery and promotion of the new accessible and inclusive council intranet/extranet to support our diverse staff audience – maintaining connectivity to core information for all staff.	Grand Challenge 4 Mission 2	2025-26
Strategic Partnership and Communication	Continue to produce an annual suite of corporate engaging staff screensavers linked to strategic activity to reinforce key actions and messages to staff – supported by digital collateral for non pc facing areas. For 2025 this includes key G850 staff messages, Information Security, Staff Travel Plan, Poverty Week, Health and Wellbeing and Accessibility.	Grand Challenge 4 Mission 2	2025-26
Strategic Partnership and Communication	To provide ongoing support and communications guidance to corporate strategies/initiatives to ensure all staff are engaged with key activities, business change processes and training in the right way at the right time.	Grand Challenge 4 Mission 2	2025-26
Strategic Partnership and Communication	Support job evaluation and implementation of new pay and grading structure by ensuring that all employees have the right information and understand how any changes will affect them.	Grand Challenge 4 Mission 2	2025-26
Strategic Partnership and Communication	Support and project manage delivery of core marketing campaigns externally to our citizens.	Grand Challenge 4 Mission 2	2025-26

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Strategic Partnership and Communication	Govern and provide guidance and support on the use of the council brand to maintain our reputation and consistent identity – internally and externally.	Grand Challenge 4 Mission 2	2025-26
Strategic Partnership and Communication	Support GCC portfolio of existing websites and intranets, and manage new web development requests”	Grand Challenge 4 Mission 2	2025-26
Strategic Partnership and Communication	Following successful migration to new platform, decommission previous website software and infrastructure, including retention of any required data	Grand Challenge 4 Mission 2	2025-26

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Section 3 – Benchmarking, Inspection and Equalities

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

Local Government Benchmarking Framework (LGBF)

The Chief Executive's Department have engaged actively with the Local Government benchmarking process and have supported the involvement of the Council Family Group, and co-ordinated meetings for Service Area reviews. The information has been updated by the Improvement Service and we are currently analysing in order that it can be reported to the Operational Performance and Delivery Scrutiny Committee at the earliest date available.

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

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

Ernest and Young Audit

In March 2024 the [City Administration Committee](#) considered a report which outlined the council auditors Ernst and Young LLP (EY) findings in relation to their audit of the council's financial statements and [the wider scope dimensions](#) identified.

A number of recommendations noted in the report require service areas within the Chief Executive Department to develop and work on an appropriate response. This will continue as we strive to ensure we are as open and transparent in our work as we possibly can be.

Performance Reporting

Chief Executive Performance reporting has been revised to form a more complete update to the Senior Management Team. This updated approach brings together a number of separate updates which were previously made by service areas meaning a more complete picture is now available for consideration.

Updates are now provided on a monthly basis and include the following areas that require management oversight:

- Key priorities aligned to the Council Strategic Plan
- Areas of budget pressure

- New/Emerging issues
- Areas of possible risk

Equalities

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

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

- The Equalities Working Group (EWG) which is an officer group with representatives from all services and ALEOs is responsible for coordinating the Council Family Group response, at an operational level, to the Equality Act 2010.
- The Glasgow Community Planning Partners Equalities Group (GCCPEG) is coordinated by Democratic Services and chaired by our Health Partners drawing together the widest range of third sector partners across the city to look delivering Equalities Outcomes as part of the Community Plan.
- We also deliver greater diversity awareness and activity, through our Equality and Diversity Champions supported by HR.
- Engagement with the deaf community in partnership with the British Deaf Association (BDA) to support our [British Sign Language Action Plan 2024-2029](#).
- Supporting our religious, disability, Gaelic and LGBT+ communities through the establishment of forums to bring relevant groups and organisations together.
- Our Equality Outcomes are the targets the Council sets to meet its strategy requirement by:
 - Eliminating Discrimination, Harassment and Victimisation
 - Advancing Equality of Opportunity
 - Fostering Good Relations

Work is currently being undertaken to evaluate and update our [Equalities Outcomes 2021-25](#). Once completed this will be systematically updated through our Equalities Working Group, comprising of key strategic staff.

Our British Sign Language (BSL) [Action Plan 2024-2029](#) satisfied The British Sign Language (Scotland) Act 2015 and the British Sign Language National Plan 2017 – 2023 which requires public bodies in Scotland to publish local action plans showing how they will promote and support (BSL). This work is supported by engagement with the British Deaf Association (BDA) and members of the deaf community in Glasgow to ensure the Plan remains relevant to their experiences and needs.

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

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

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

Council Family Equality Impact Assessments

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

Budget Option Screenings

2019/20

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

2020/21

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

2021/22

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

2022/23

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

2023/24

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

2024/25

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

Section 4: Tell us what you think

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

Contact Details



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Section 5: Policy and Resource Implications

5.1 Resource Implications, Equality and Socio-Economic, Climate and Privacy and Data Protection Impacts

5.2 Resource Implications:

<i>Financial:</i>	The plan will be implemented within existing resources
<i>Legal:</i>	None
<i>Personnel:</i>	None
<i>Procurement:</i>	None
<i>Council Strategic Plan:</i>	Supports Grand Challenges One: Reduce poverty and inequality in our communities and Four: Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.

5.3 Equality and Socio-Economic Impacts:

<i>Does the proposal support the Council's Equality Outcomes 2021-2025? Please specify</i>	Yes, it supports the key improvement aims within the outcomes of increasing people's knowledge about equality and fairness, and also looks to improve access to Council services by people with protected characteristics, and promotes and supports respect for Equality and Diversity
<i>What are the potential equality impacts as a result of this report?</i>	It is anticipated that the actions outlined in the strategic plan will have a positive impact on protected characteristics as noted in the improvement aims above.
<i>Please highlight if the policy/proposal will help address socio economic disadvantage.</i>	Yes, through administering a range of financial support mechanisms including Housing Benefit, Council Tax Reduction, Scottish Welfare Fund and Education related benefits.

5.4 Climate Impacts:

<i>Does the proposal support any Climate Plan actions? Please specify:</i>	Not directly, however Committee will receive updates with regards to progress on achieving Climate Plan actions where appropriate as part of service reporting
<i>What are the potential climate impacts as a result of this report?</i>	None
<i>Will the proposal contribute to Glasgow's net zero carbon target?</i>	Effective scrutiny is part of our overall governance arrangements to ensure we deliver on high priority plans and strategies

5.5 Privacy and Data Protection Impacts:

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

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

Section 6

6.1 Recommendations

6.2 The Committee is asked to:

- Consider and note the Chief Executive Department Annual Business Plan 2025/26