Item 3

4th December 2024

Glasgow City Council

Operational Performance and Delivery Scrutiny Committee

Report by Chief Executive

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Strategic Plan Performance: Grand Challenge 4:
Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities

- Mission 2: Run an open, well governed council in partnership with all our communities
- Mission 3: Enable staff to deliver a sustainable and innovative council structure that delivers value for money

Purpose of Report:

To report the performance of the Council Strategic Plan 2022-2027 and the agreed Mission based approach.

Recommendations:

The committee is asked to:

- Consider and note the content of the report; and
- Consider any specific Commitments or actions that require officers to report back on with further detail or progress updates as part of the Committee's future work programme.

Ward No(s): Citywide: ✓

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

1. Background

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

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

2. Council Strategic Plan

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

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

2.2 Each Grand Challenge is underpinned by Missions and Commitments. Services undertake the work to achieve the Commitments which in turn contributes to the goal of each Mission.

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

2.4 This report focuses on:

Grand Challenge 4: Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities

- Mission 2: Run an open, well governed council in partnership with all our communities
- Mission 3: Enable staff to deliver a sustainable and innovative council structure that delivers value for money

2.5 Council has previously received updates on Grand Challenge 3 Mission 1 at meetings on 15th November 2023 and 10th April 2024.

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

3.1 The initial report presented to committee had been prepared through a cost of living lens as agreed at the Operational Performance and Delivery Scrutiny Committee in November 2022. The Strategic Plan has initially been reported through a cost of living lens in order to ensure that any new activity initiated or prioritised as a response to the Cost of Living crisis can be reflected in performance reporting and considered as part of the annual review agreed by full council.

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

3.3 The review of the Strategic Plan was completed and presented to Full Council in October 2024.

4. Commitments and Emerging Commitments

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

4.2 Some of the key areas highlighted in relation to Grand Challenge 4 Mission 2 and 3 include:

- Developing arrangements for Area Partnerships reflecting stakeholder input and Council strategic commitments
- Developing and implement Open Government Action Plan 2024-2027
- Continuing to Support the Play Sufficiency Assessment
- Facilitating the Tell Your Story workstream as a part of the Child Poverty Programme.
- Convening Forums with key user groups
- Staff Health & Wellbeing Strategy.
- Continued partnership with First Bus to promote the Glasgow Commuter Travel Club which provides employees of member organisations discounts.

5. Next Steps

5.1 As noted above, the regular review of the Strategic Plan will continue to allow for the consideration of emerging commitments and determine whether they will require sustained focus within the Strategic Plan going forward.

GRAND CHALLENGE FOUR: Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities					
MISSION 2: Run an open, well governed council in partnership with all our communities					
Commitment 1: Roll-out a new model of Area Partnerships, our ward-based community planning structures and expand their membership to encompass a wider range of organisations to ensure they are more representative of local communities.					
Action(s)	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
Develop arrangements for Area Partnerships reflecting stakeholder input and Council strategic commitments	Governance paper presented to CPP Strategic Partnership November 2024	There is ongoing engagement with each Area Partnership and regular meetings with AP Chairs to progress local plans and development. Following the Communities Team Service Reform, there was an appointment of Communities Support Officers allowing for each Area Partnership to have a named officer to support local developments and engage communities, including Community Councils	Progression of arrangements continue through AP meetings and in the preparation of a Local Plan for each Ward/Area Partnership. New Governance arrangements are being proposed to the Community Planning Strategic Partnership, widening the opportunities for local community engagement. A revised Performance Framework for the Community Plan will include scope for functioning and planning at Area Partnerships.	**Chief Executive's Department**	G

Commitment 4 : Overhaul community planning structures and involve equalities groups in them to promote civic participation and engagement.					
Action(s)	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
Review and refresh Community Planning Structures	Governance paper outlining refreshed approach post-service reform agreed by the CPP Strategic Partnership November 2024	Community Planning Partners were engaged in a process of reviewing CPP Governance and structures, aligned with the refreshed focus of the new 10 year Local Outcome Improvement Plan (LOIP) on Family Poverty and delivery of commitments through Community Empowerment legislation. There was support across local stakeholders and refreshed commitment to working together to better align services and data. In particular the DWP and housing colleagues have been very active since the re-focus of the partnership as well as Police Scotland colleagues through the development of their Public Health Policing Strategy	Continued work to engage Equalities Forums in the functioning of the CPP. Establish Performance Framework for new LOIP Plan which includes focus on civic participation and engagement. First version to be presented to the partnership in Spring 2025.	**Chief Executive's Department**	G

Commitment 2: Establish local community panels to support local funding decisions and the development of Local Place Plans					
Action(s)	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
Establish refreshed guidance and programme for completion of NIIF rollout.	Findings of NIIF Pilots presented to all Area Partnerships April 2024 NIIF update on Guidance presented to all Area Partnerships November 2024 Completion of operational and governance review January 2025	Officers from Governance, Communities and NRS services are currently conducting a review of the operational and governance arrangements for the NIIF rollout. This work follows an initial review with internal audit colleagues to outline an operational review process which resulted in the updated guidance outline in this committee report. A report will come to committee on completion of this work.	A report will come to committee following completion of this work.	**Chief Executive's Department**	**A**

Commitment 5: Implement the Open Government Action Plan.					
Action(s)	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
Develop and implement Open Government Action Plan 2024-2027	The Open Government Action Plan for Glasgow 2024-2027 is in the development phase. This started with an Open Call for Ideas, running during August/September 2024, for communities, third sector organisations, and businesses.	This initial engagement explored awareness of Open Government, policy priorities for the next Action Plan, and an opportunity to suggest commitments or priority service areas – it was widely promoted on the Council website, social media channels, to Community Councils and Area Partnerships, and by Glasgow Open Government Steering Group members. The Open Call for Ideas received 111 responses, with 57 proposed commitments or suggestions for improvement for Action Plan 2, and 32 respondents signing up to attend future workshops to assist the development of Action Plan 2. The results from the Open Call will be published on the Council's website and feedback provided to all participants. Work has been undertaken to complete the Open Government Action Plan 2021-23 and meet the Open Government Partnership's membership requirements. This has involved completing and publishing End of Commitment Assessments, and the Glasgow Open Government Steering Group has undertaken a Final Learning Exercise session which will be submitted to the Open	We are now moving into the next development stage, which will be hosting Open Government development workshops in early 2025 with communities, third sector, business, Elected Members and Council Officers to further explore open government policy themes and shape potential copen government commitments for inclusion within Action Plan 2.	**Chief Executive's Department**	G

		Government Partnership and used to inform the development of Action Plan 2.			
Commitment 6: Explore options to improve citizen engagement, involving citizens, especially those who are currently under-represented, in council decision making, and enable them to directly create city policy					
Action(s)	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
Design support for the Child Poverty Programme Demonstrations of Change (DOC)	Provide design support for framing, facilitating and delivering the Govan DOC.	Have supported the project team in developing the Govan DOC and provided facilitation support to develop a No Wrong Door model informed by data in Govan	The wider team will come together at the end of November to finalise plans and discuss how we can utilise data to contact people who need support the most.	**Chief Executive's Department**	G
Coordinating and facilitating the Tell Your Story workstream as a part of the Child Poverty Programme	**Workshop 1:** Identify main challenges and themes around collecting client stories **Workshop 2:** Agreed on framing and identified opportunities for citizen engagement **Workshop 3:** Produced storyboards	We are halfway through the project and have generated a range of areas where we can intervene. Prepping for final set of workshops: **Workshop 4:** Identifying areas of impact and mapping the conditions for change. Identifying what action we need to take to create those conditions. **Workshop 5:** Working with a co-design group of citizens and service providers to develop a prototype that meets the conditions for change and makes it easier for service providers and citizens to connect and find the support they need.	The fourth workshop was held on 19th November, and there will be a follow up on the 15th of January. Following that there will be a series of citizen sessions on the 29th Jan/ 12th Feb/ 26th of Feb Final report to be reviewed by the working group at a	**Chief Executive's Department**	G

	showing areas of intervention and opportunities for impact .	**Workshop 6:** Review the work so far. See the results of the work and prototype The group have a shared understanding of the challenge and have explored a range of options for citizen engagement.	workshop on the 19th of March.		

Commitment 10 : Recognise value of youth work when creating council policies. Embed the fundamentals of building relationships of trust with young people over the long term, and creating conditions and opportunities for young people to develop and thrive.					
Action(s)	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
Continue to Support the Play Sufficiency Assessment: **Co-Design a model of engagement for young people Citywide** **Engagement Reports for Youth Voice**	Engagement model and recommendations shaped up by the end of 2023	Action undertaken and complete.	Processes and systems designed with young people through workshop styled engagement. The model has been scaled and reached 5000+ pupils in 18 different Glasgow Mainstream Secondary Schools.	**Chief Executive's Department**	G
	Reports published and shared May 2024	Action undertaken and complete.	Reports completed for local-based evidence and voice Citywide. Reports being utilised to inform decisions and Planning	**Chief Executive's Department**	G
Glasgow 850 Future's Engagement Programme	Build on our engagement with young people in line with planned Glasgow 850 activity	The Glasgow 850 programme, including the youth engagement activity has been approved by the Programme Board and will be announced and delivered throughout 2025, contributing to a stronger framework through which to engage young people. The associated wider strategy was presented to WECCE and the link to the Youth Engagement paper is here.	Delivery of content contained within the programmes indicated in the linked papers through the duration of 2025. Refresh of the youth engagement strategy as a result of this year of activity to be presented to WECCE in 2026.	**Chief Executive's Department** **Education Services**	G

Commitment 17 : Support the LGBTI+ community and organisations in establishing a safe community social space in Glasgow.					
Action(s)	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
Convene and support regular LGBTQ+ Forum	Initial Meeting to be convened in Summer 2024	First meeting convened in June 2024, chaired by Convenor of Equalities.	Further meeting to be convened 28th November 2024. Agenda to include discussion of social space. Membership to be expanded as appropriate; in partnership with Forum members.	**Chief Executive's Department**	G

Commitment 20: Work to ensure Community Councils are more representative of the ethnic, gender and age balance of their community and invest in intersectional equalities training for community councillors.					
Action(s)	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
Develop arrangements for Community Councils reflecting the input of current Community Councils, wider community stakeholders and Council strategic commitments	Establish revised Community Council support arrangements reflecting needs and priorities of Community Councils, service needs and capacity and Council strategic commitments.	As part of the Service Reform of the Communities Team, a review of the support and development arrangements for Community Councils identified routes to continue the Council's commitment to develop the capacity for Community Councils and Community Councillors. Each Community Council has a named Communities Support Officer who has wider, local community knowledge.	Training and Development needs, equalities training, are being reviewed with the current group of Community Councillors and new ways of opening lines of community engagement are being explored. There will always be challenges in engaging an entirely representative and diverse community balance across the Community Councils, and pragmatic limitations on the capacity of Council staff to pursue all routes to expand the work of Community Councils, but progress continues, including the re-establishment of 2 Community Councils.	**Chief Executive's Department**	

Commitment 21: Make it easier for those with direct experience of inequality to be involved in making council policy and consider ways to fund equalities and anti-poverty groups where their expertise is needed to support the development or implementation of council policy.					
Action(s)	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
Convene Forums with key user groups	Deliver initial tranche of Forums by end of 2024 for: Deaf Community (BSL) LGBTQ+ Faith Disability	Forums established for: ➢ BSL (Meeting held in October 2024) ➢ LGBTQ+ (meetings in June and November 2024) ➢ Faiths February and December 2024)	Connections established with key disability groups including the GDA; however, date still to be set for first Disability Forum. It is hoped that this can delivered before the end of 2024; or early 2025 at the latest. Continue to develop Forums. Include Services as required at the Forum's to answer Community specific questions; and take feedback and outline services appropriate to, and of benefit to, those communities.	**Chief Executive's Department**	G

Commitment 28: Work with the Safe Glasgow partners to bring forward new ways of reporting to enable greater public and elected member scrutiny on how protest is handled in the city.					
Action(s)	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
Ensure Scrutiny Arrangements provide robust framework for ensuring the safety of communities.	Present report on review of arrangements November 2023.	Scrutiny Arrangements for the Safe Glasgow Partnership were reviewed and a report presented to the Safe Glasgow Partnership on 23 November 2023 (in response to a Motion at the Council in May 2023). The report reflected on the Purpose of Safe and its operations within the context of the Community Planning Partnership. The report considered meeting arrangements and Governance and reflected on national reviews of Scrutiny. The report touched on the links with the Scottish Police Authority and the COSLA Local Scrutiny Conveners' Forum. No recommendations for change were proposed and none suggested by the Members.	To be kept under review within the Safe Glasgow Partnership and fed into the Community Planning Strategic Partnership.	**Chief Executive's Department**	G

GRAND CHALLENGE FOUR: Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities					
MISSION 3: Enable staff to deliver a sustainable and innovative council structure that delivers value for money					
Commitment 3: Continue to support COVID-19 recovery for our staff and services.					
Action(s)	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
Ongoing implementation of our Staff Health & Wellbeing Strategy including the continued delivery of our annual communication plan.	Staff informed of the latest opportunities to engage in health/ wellbeing promotional campaigns, events and activities Consistent signposting to recommended wellbeing support.	Inclusion of health and wellbeing has been ongoing through monthly staff news updates. Summary of activity year to date: • 100 staff have attended health checks provided by our occupational health provider, PAM, resulting in 36 onward referrals to GP, smoking cessation or our Employee Assistance Provider for counselling support. • Over 200 staff have attended other wellbeing sessions taking place in our city centre wellbeing room • 140 staff currently engaged in a 4-week Autumn Step Count Challenge to encourage and support a more physically active workforce.	Communication plan runs until the end of this year, so a new plan will be developed for 2025.	CED via CHR	G
Delivery of face to face health and wellbeing roadshows across Council services attended by a range of local and national	12 roadshows delivered at various locations from May to date, engaging staff in face to face health and wellbeing awareness activities,	Approximately 280 staff participated in onsite health promotional activities and learning since Jan 24.	Future roadshows to be planned informed by evaluation outcome.	NRS, CED via CHR	G

wellbeing support services including Home Energy Scotland, Step Change Debt Charity, Glasgow Alcohol and Drug Service, and Glasgow Credit Union.	information, resources and support.				
Commitment 7: Create a Joint Charter between council management and trade unions.					
Action(s)	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
Review the Scottish Governments Fair work First guidance to assess the council's mechanisms for effective workers' voice.	Design a Fair Work statement for GCC. Consult with trade unions, work towards joint charter.	Ongoing discussions have taken place with trade unions and continues with an aim to reach agreement. Whilst agreement hasn't been reached this hasn't had a detrimental effect on the organisation.	Ongoing discussions with Trade Unions.	CED via CHR	**A**
Commitment 10: Reduce the number of agency staff the council uses and create a pathway for them to obtain employment opportunities within the council.					
Action(s)	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**

The NRS People Project included direct activity to support recruitment in order to counterbalance the use of agency workers. **Review our agency workers guide to ensure all agency worker's rights are up to date and clearly communicated.**	Employability sessions piloted in NRS for frontline staff applying for supervisory posts.	Council guidance reviewed in line with legislation and supports rights to apply for council jobs after 12 weeks.	Ongoing Complete	CED/NRS CED	A
Commitment 11: Work with partners to mitigate the cost-of-living crisis for staff.					
Action(s)	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
Short Life Working Party Concluded	Achieved	Delivery is complete	Will continue to monitor opportunities to work with additional support partners and will action as appropriate. Ongoing financial wellness linked to the Health & Wellbeing Strategy continues.	CED via CHR	G
Commitment 16: Improve the diversity within our workforce by establishing an Employment Equality Action Plan.					
Action(s)	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**

ED&I Strategy complete and endorsed by CMT.	Achieved	Cross Party ED&I Group established. Funding secured for resources to delivery ED&I Strategy 1x HR Officer and 1 x HR Graduate Recruited.	From the ED&I Strategy an overall and service specific action plan will be created.	CED via CHR	A
Commitment 18: Ensure a council-wide compassionate response to support those affected by mental health issues.					
Action(s)	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
Implementation of a Trauma centered approach to service delivery across our workforce to meet level one required of the Scottish Government Roadmap.	Established two courses on GOLD. These were, firstly, *Opening Doors: Trauma Informed Practice for the Workforce* and, secondly, *Sowing Seeds: Trauma-Children and Young People*	To date these courses have generated a completion rate of a total of 4934 employees.	Continue to engage with Service Champions to support staff & citizens.	CED via CHR	G
Continued partnership with Able Futures who deliver the Access to Work Mental Health Support Service on behalf of the Department of Work & Pensions which offers a 9-	17 Virtual Appointment Days (VAD's) delivered across Council services, providing staff with the opportunity to book a telephone appointment with a qualified mental	• Since Jan 24 81 staff have attended virtual appointments with Able Futures, who deliver the Access to Work Mental Health Service on behalf of the Department for Work and Pensions. • To date, 140 staff have self-referred to the Access to Work programme for one-to-one support with a qualified mental health practitioner.	Ongoing promotion	CED via CHR	G

month programme of free, confidential, work-focussed support with a qualified mental health professional to help	health professional.				
Training needs review conducted, resulting in a programme of mental health training to meet the current needs of services, and delivered in partnership with national mental health services including Scottish Action for Mental Health (SAMH) and Cruse Bereavement Support Scotland.	A number of courses have been delivered to date.	Since Jan 24 over 600 staff have attended training in key topics including mental health in the workplace training for managers, mental health first aid, having mental health conversations, managing stress, suicide prevention and financial wellbeing.	Ongoing provision and promotion through our Health & Wellbeing Calendar.	CED/via CHR	G
In response to service requests for improved staff awareness and	• Posters printed and distributed across all	Link to the digital copy of available for ongoing access and printing via the HWB Resources Guide.	• Continue to refer to and share the digital copy of the poster	CED/via CHR	G

access to mental health support, we collaborated with corporate and local service communication teams on the production and Council-wide distribution of mental health support posters with QR Codes to provide staff immediate fingertip access to recommended mental health support.	Council services – including common areas, restrooms etc. especially valuable for non pc facing staff. • Digital version of the poster produced and promoted via the OneLan screens in depots.		• Continue to promote on the OneLan screens. Over 500 sign ups to the PAM app providing finger tip professional support.		
Commitment 23 : Increase and promote financial support to staff.					
Action(s)	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
Increase and promote financial support to staff including those non-PC Facing employees who are traditionally hard to reach.	Ongoing	Continuous review and updating of resources	Resources available for inclusion on our internet Workforce Health and Wellbeing pages staff information Factsheet – Are You Worried About Money? Ongoing promotion of fact sheet, Support from Able Futures and Financial Wellness events such as	CED via CHR	G

			webinars, training etc. via Corporate Announcements		
Continued partnership working with the Glasgow Credit Union (GCU) to promote the services available to GCC staff to support their financial wellbeing.	On site attendance at various staff engagement events across the council to promote the services available.	Delivery is complete	Ongoing promotion of Service.	CED via CHR	G
Engagement on partnership with Glasgow Helps following on from poverty challenge week.	Assessment of 66% of our employees living in Glasgow and working for the council. One third across other local authority areas.	Delivery is complete	Ongoing promotion of service.	CED via CHR	G
Continued partnership with First Bus to promote the Glasgow Commuter Travel Club which provides employees of	Ongoing	322 employee sign ups to date with 91 tickets confirmed. Ongoing discussion with other travel partners to extend discount offers.	Ongoing promotion of the Glasgow Travel Commuter Club.	CED via CHR	G

member organisations a 10% discount on Adult 4 Week-Tickets.					
Commitment 24: Give managers the knowledge and tools to compassionately support employees					
Action(s)	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
Bullying and Harassment Framework, Policy and Service Delivery review has been conducted.	Bullying & Harassment policy and related guidance updated. Development Framework created.	Review of Bullying & Harassment Materials to incorporate Worker Protection (Amendment of Equality Act 2010) Act 2023 Managers Briefing, including training support and communications activity issued across organisation.	Continued activity as part of ongoing development plan considering best practice approach and ongoing discussions with Service Champions incorporating activity to meet preventative requirements of Worker Protection (Amendment of Equality Act 2010) Act 2023	CED via CHR	G
Development of training for managers covering the principles of what it means to be compassionate and exploring practical tools and tips for the	Achieved and ongoing	• 2 Mental Health in the Workplace training for Managers delivered in partnership with SAMH, attended by 30 managers to date. • Bereavement Support in the workplace training delivered to 16 managers Wellness Action Plan Training delivered by NRS HR team, attended by approximately 200 managers/supervisors.	Further Mental Health related training included in the ongoing HWB training schedule.	CED via CHR	G

behaviours our managers should display for managing compassionately while working in high pressured environments.					
Implementation of our New Neonatal Care Leave and Pay arrangements to support employees who have premature or sick babies in neonatal care.	Achieved and ongoing	• Our Conditions of Service and supporting guidance have been updated to reflect the changes. Changes and links to support have been communicated to all staff. CHR/Service HR working group supporting affected staff.	Continue to support staff on a case by case basis and feeding back our learning into our policy approach and guidance.	CHR & All Services	G
Continuing implementation of Alcohol & Drugs Support Policy	Achieved and ongoing	Policy awareness training for managers and staff	Continuation of policy awareness training and support through H&W Roadshows and service activity in NRS.	CHR & All Services	G
Delivery of our Flexible Workforce Development Fund, OD in partnership with the City of Glasgow College,	Achieved	• Delivered a series of workshops to over 150 managers. • 96% of the managers surveyed, found the learning useful for managing and supporting their staff.	Working with Services on the roll out of the programme across the council.	CED via CHR	G

have developed and delivered a programme of workshops which explored managing with compassion, dignity and respect in the workplace and focussed on practical tools and tips for the behaviours our managers should display for supporting staff working in a high-pressured environment.					
Commitment 25: Supporting staff to progress with their career or maximise their earnings					
Action(s)	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
OD developed and piloted employability sessions within NRS. These sessions focussed on	Achieved	Delivery of 2 pilot sessions to 25 frontline staff	This framework will support succession and career planning activities in services.	CED via CHR & Strategic HR	G

encouraging staff to look at their skills and identify areas for development, gaining confidence around learning new skills, applying for internal promoted posts and interview techniques.					
Service delivery of a Financial Services Development Centre with a variety of tools to development manager's self awareness and action plans supported by OD.	Delivered one to one feedback sessions.	Ongoing support	Ongoing support	CED via Service & CHR	G
Implementation of Succession Planning pilot framework, development	Delivered succession planning awareness workshops to	Worked in partnership with NRS Service HR and managers to identify business critical posts with pilot areas. Utilised the Flexible Workforce Development fund of £15K to deliver a number of Development	NRS approved additional funding of £26K to support employees aspiring to business critical posts.	CED via CHR & NRS	G

workshops and NRS Service engagement.	managers, employees within scope of pilot.	workshops to managers including Career Conversations	Continue to implement and evaluate the pilot.		
Continuous Implementation of existing Employee Performance and Development Frameworks to support employee's performance and career progression.		Delivery of training to support employees and managers with career conversations, performance feedback and Personal Development Planning.	Ongoing support	CED via CHR	G
Review of the Redeployment procedure and processes to further support affected employees maintain meaningful employment with the Council supporting no compulsory redundancy.		Working with Service HR, CBS and SITT to develop revised guidance along with process mapping and use of various management tools to better facilitate redeployment.	Continue to support the Strategic HR Teams to manage redeployment in line with their business plans.	CED via CHR	G

Work with a broad range of partners, including the trade unions, the Third Sector and others, to build the case for greater funding for Glasgow from both Scottish and UK Governments.		Working with Glasgow Life we have developed a “Case for Glasgow” narrative that has been shared with our Trade Union Colleagues and across Political Groups to use in lobbying Government for additional funding.	Ongoing lobbying by politicians, Officers and Trade Unions	Financial Services	G

CASE STUDY -	
Commitment 10:	Recognise value of youth work when creating council policies. Embed the fundamentals of building relationships of trust with young people over the long term, and creating conditions and opportunities for young people to develop and thrive.
Action	Continue to Support the Play Sufficiency Assessment:
Milestone	Engagement model and recommendations shaped up by the end of 2023
Case study title	**Play Sufficiency Assessment**
RAG Rating	GREEN
Synopsis (100 words)	Our approach for the Play Sufficiency Assessment was to conduct a citywide engagement. This allowed us to examine differences across the city and obtain an accurate snapshot of play experiences in each ward. Our goal was to ensure equal access to quality play opportunities for all young people, considering accessibility, quantity and quality. Taking forward all the learnings and insight we built from the Including Young People's Voices project, the PSA gave the young people an exciting and tangible opportunity to use their voices to shape overall engagement model going forward for young people across Glasgow.
The challenge	The main barriers to play are not the lack of spaces, but rather the presence of others in those spaces, which makes young people feel unsafe. Despite this, most young people find it relatively easy to access local areas. The time of day, influenced by lighting, significantly impacts space usage, with a preference for better lighting in sporting facilities and parks. Additionally, weather, especially in winter, is a major barrier, prompting a need for more sheltered outdoor spaces.
The solution	By working on a smaller scale at the beginning of the project, we can develop different prototypes quickly and gather qualitative feedback, helping us to create a meaningful piece of work for those who have helped us to design the process, for people within the neighbourhood we have tested in and can be scaled up across the city with adjustments.
The impact (including cost savings/income generated if applicable)	Through the insights gathered in the various reports, the Centre for Civic Innovation has co-designed a new decision-making process with substantial input from young people across the city. By working in this way, Glasgow City Council can make more informed decisions to improve health & well-being for young people in the city. We can also establish a partnership with the young people of Glasgow where their voices are heard and decisions are made with them using design-led methods. By developing a consistent way of engaging with young people and scaling this up across the city, current and future high school

	pupils in Glasgow, can play an active role in creating a Glasgow where everyone can benefit. Our work on the pilot of the Play Sufficiency Assessment was recognised as the overall winner for Scotland in RTPI Awards 2024. This would not have been possible without our collaborators from St Paul's Secondary School, our colleagues within Planning & Development within Glasgow City Council and the Village Storytelling Centre.
How is the new approach being sustained?	The Centre for Civic Innovation will continue to evaluate the first round of the Play Sufficiency Assessment by working with Education Services and Glasgow City Council, taking a deeper look at the insights gathered and use them to inform how we can better include young people's voices in decision-making and build a culture where they feel informed and empowered to create a better Glasgow where everyone can benefit. The story-map and reports are currently being utilised in various different projects within GCC, and conversations are being had nationally to further encourage this blueprint for inclusion within public and planning authorities. As well as this, colleagues in Planning and Development have located funding to identify a potential space to be co-designed with young people in 2025.
Lessons learned:	Upon reviewing the pilot, we found that young people between S1-S3 are generally more optimistic about their space opportunities, but this optimism decreases with age. While S1-S2 pupils agree that there is plenty to do in their areas, older pupils feel there are fewer activities available to them. We also understood that according to those who participated, the quality of existing spaces is a greater barrier to play than the quantity of spaces. We also discovered that cleanliness is the highest priority for improvement among young people, with older age groups particularly dissatisfied with cleanliness.
Contact:	Heather Drake (designer)
Links to relevant documents:	Play Sufficiency Assessment:

6.0 Policy and Resource Implications

Resource Implications:

Financial:	None, all services have been formally agreed by Council as part of the annual budget process.
Legal:	None
Personnel:	None
Procurement:	None

Council Strategic Plan: Grand Challenge 4: Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2021-25? Please specify.	Yes, by highlighting the performance of areas of Equality work the report seeks to assist in increasing people's knowledge about Equality and Fairness which supports the Equality Outcomes.
What are the potential equality impacts as a result of this report?	No EQIA required as the report is a performance one, and no policy decisions are initiated in this report.
Please highlight if the policy/proposal will help address socio-economic disadvantage.	Yes, by highlighting areas of work the report seeks to assist in increasing people's knowledge about Fairness and impact of policy/planning on socio-economic outcomes

Climate Impacts:

Does the proposal support any Climate Plan actions? Please specify:	No direct impact as this is a performance report.

What are the potential climate impacts as a result of this proposal?	No direct impact as this is a performance report.
Will the proposal contribute to Glasgow's net zero carbon target?	No direct impact as this is a performance report.

Privacy and Data Protection Impacts:	
Are there any potential data protection impacts as a result of this report Y/N	No impact.
If Yes, please confirm that a Data Protection Impact Assessment (DPIA) has been carried out.	

7. Recommendations

7.1 The committee is asked to:

- Consider and note the content of the report; and
- Consider any specific Commitments or actions that require officers to report back on with further detail or progress updates as part of the Committee's future work programme.