Item 1

5th April 2023

Glasgow City Council

Operational Performance and Delivery Scrutiny Committee

Report by Chief Executive

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Strategic Plan Performance: Grand Challenge 4:

Mission 2 & 3: Cost of Living Report

Purpose of Report:

To report the performance of the new Council Strategic Plan and the agreed Mission based approach, prioritising those Commitments which address the Cost of Living crisis.

To ensure that any new activity initiated or prioritised as a response to the Cost of Living crisis is reflected in performance reporting.

Recommendations:

The committee is asked to:

- Consider and note the content of the report
- Consider the Grand Challenges, Missions and Commitments
- Note the emerging Commitments highlighted due to the Cost of Living focus

Ward No(s): Citywide: ✓

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

***PLEASE NOTE THE FOLLOWING**:*

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1.0 Background

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

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

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

2.0 Council Strategic Plan: Reporting Structure

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

2.2 The Grand Challenges are as follows:

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

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

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

2.5 For the purpose of this report there will be a focus on Grand Challenge 4: ***Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities***, focusing in particular on Mission 2 and 3, and the Commitments undertaken to deliver them:

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

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

3.0 Cost of Living Focus

3.1 At the November 2022 Committee it was agreed to schedule the reporting of the Strategic Plan through a Cost Of Living lens; requesting that services report on areas relevant to Cost of Living within their Strategic Plan Missions and Commitments.

3.2 This responds to the priorities laid out in the Strategic Plan in response to the council's motion in June 2022 agreeing cost of living measures should be prioritised. As well as existing Commitments, new activity initiated or prioritised as a response to the crisis will be reflected in performance reporting.

4.0 Commitments and Emerging Commitments

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

4.2 Services have begun work to support the Commitments across a number of key areas. This report outlines those which have a particular focus on Cost of Living including:

- 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
- Work with Disabled Peoples' Organisations (DPOs) to progress recommendations from social recovery taskforce disability workstream report
- Work with partners to mitigate the cost-of-living crisis for staff.

It is also acknowledged that there are service-led initiatives, as a response to the Cost of Living crisis, which may indicate areas where potential Commitments may emerge or become more prominent in delivery focus. Among those highlighted in the report as Emerging Commitments are the need to:

- Increase and promote financial support to staff.

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

5.0 Next Steps

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

Council Strategic Plan 2022-2027

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 2: Establish local community panels to support local funding decisions and the development of Local Place Plans.					
Action	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
Development of a model that enables citizens to influence decisions that affect local communities, with the first piloting of the model in 4 wards relating to the Neighbourhood Infrastructure Fund programme decisions.	Frame the challenges, design early options for the system, and develop initial ideas for prototype components (January 2023) Develop prototypes with Citizen design	CCI facilitated workshops with CES and NRS colleagues to understand the aims and objectives, challenges in the space Creation of Project teams – Steering Group and Project team from across a range of partners Designed High level systems Developed ideas and prototypes	Citizens Prototyping Sessions in Calton and Greater Pollok (23rd - 28th March) Council family Prototyping Sessions (30th – 31st March 2023) Submit draft recommendations (End of May) Deliver final recommendations to	Chief Executive's Department	A

	teams (February 2023) Run live prototypes, test & learn cycle, develop final recommendations (March – May) Draft recommendations for May 2023 Scaled model based on recommendations for the city delivered for June 2023 Options paper for Cabinet on the next stages for full implementation (post June 2023)	Citizen design groups identified	Community Empowerment Team in order to scale model across the city (June 2023) Provide Cabinet with an options paper on the next stages for full implementation		

Commitment 3: Implement the recommendations of the review of the Glasgow Communities Fund and develop partnership approaches to funding of core and priority services.					
Action	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
2023-26 Glasgow Communities Fund (GCF 2) programme	Stakeholder engagement in Spring – Summer 2022. Application process in Autumn 2022 Programme approved by GCC Central Administration Committee and Glasgow Community Planning Partnership in January 2023. 1st of April 2023 for GCF2 commencement.	The GCF2 programme reflected learning from the Ipsos Mori review of the GCF1, including extensive stakeholder engagement prior to the application process and partnership working across the Council Family. Funding for Financial Inclusion and Legal Support was ring-fenced in GCF 2.	Completed GCF2 process to begin on the 1st of April 2023	Chief Executive's Department	G

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 including by hosting more Citizen's Assemblies.					
Action	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
Development and implementation of a new Area Partnership Model ensuring more localised decision making	Formation of a system for citizen engagement by (December 2023) Localised Action Plans complete (December 2023) New Model complete (Early 2024)	Development of ward level data and demographics On-going consultation with area partnership members in development of new model Co-opted new members upon partnerships Progress towards more localised Partnership meetings that enable wider participation Agendas more localised focused that reflect CPP priorities	Development of ward level action plans Communication Strategy aimed at increasing wider participation within area partnerships Training programme for Area Partnership Members Prototyping of citizens engagement Ongoing consultation with key stakeholders to ensure partnerships are reflective of local priorities	Chief Executive's Department	**A**

Commitment 13: Work with Disabled Peoples' Organisations (DPOs) to progress recommendations from social recovery taskforce disability workstream report.					
Action	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
2023-27 Community Plan Action Plan (CAP)	Approval by Glasgow Community Planning Partnership in Summer/Autumn 2023	The initial action plan will focus on the recommendations/work of five of the 12 Social Recovery Taskforce (SRTF) workstreams. The Disabled Communities (SRTF) workstream will be one of the five workstreams.	Following approval, DPOs will be involved in implementing the agreed actions.	Chief Executive's Department	A
Increase engagement and partnership working in service development/delivery with DPOs	Increased Partnership working with Glasgow Disability Alliance (GDA) and other DPOs in various engagement structures.	Glasgow Disability Alliance (GDA) are integral members of the CPP Equality Working Group, and the Community Engagement Working Group, enabling engagement with the GCC departments, thereby influencing the development of services and projects.	Enhancing the role and participation and role of GDA/ DPOs in service development/delivery	Chief Executive's Department	A

Commitment 15: Review the Violence Against Women's Partnership, including sector funding and communications strategy, and support actions to effectively prevent and respond to violence.					
Action	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
Provide financial/debt advice/support/advocacy to women and girls affected by male violence against women.	Funding confirmed Financially Included Team set up Referral service established	The Glasgow Violence Against Women Partnership (GVAWP) in conjunction with Glasgow East Money Advice Partnership submitted a successful bid to the Scottish Government's Delivering Equally Safe Fund (DES) fund. Funding used to set up a dedicated Financially Included Team providing effective multiagency financial inclusion/advice for women and girls affected by male violence against women. The Team also offers a referral service in	Develop a tool kit training materials with a focus on the money advice sector to improve early identification and response to financial/economic abuse as a distinct feature within coercive control. Working with partners to secure a multi-agency funding formula to continue to deliver MARAC which compliments work of GVAWP.	NRS/Violence against Women Partnership	A

		situations of complex coerced debt/economic challenges, advocating on behalf of women to banking and other institutions to challenge the debt.			

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	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
Increase Equalities representation on decision making bodies	Inclusion of Third Sector equalities organisations on • GCC Policy Development Committees • GCPP Strategic Partnership/ Executive Group and other policy making forums	Establishment of CPP Equalities Group. Representation from the group on GCC Wellbeing, Equalities, Communities, Culture and Engagement (WECCE) City Policy Committee	Further representation from Equalities Group on GCC/GCPP Policy making committees. Inclusion of Third Sector equalities organisations on the CPP, the CPP equalities Working Group and on the WECCE committee to ensure those voices are heard.	Chief Executive's Department	A

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: Work with partners to mitigate the cost-of-living crisis for staff					
Action	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
Set up of short life working party made up of the Head of Human Resources, SNR HR Managers and Trade Union representatives to identify workable and meaningful solutions to support our employees through the Cost of Living Crisis.	Workshops held on the 25/08/2023 & 30/11/2023	Identification of emerging commitments detailed below.	Working party now disbanded and responsibility for delivery of outcomes/emerging commitments passed to Corporate HR.	CED via CHR	G
Partnership with Able futures, who provide dedicated health care to people experiencing mental health difficulties that could affect their work, this includes help with financial	Information sessions held on 22/02/22, 04/04/22, 3/08/22, 07/11/22 x 2 & 08/11/22 x 2 Virtual Appointment Days held on the 8,18 & 23/03/22, 10/05/22, 15/06/22, 7, 8 &	To date they have delivered: - • 14 Virtual Appointment Days, with 93 Staff seen and 63 referrals	Ongoing promotion of Service.	CED via CHR	G

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management. Support provided includes: - • nine months personalised advice and guidance and regular appointments with a mental health professional • a plan to support employees mental health by making adjustments, developing coping strategies and learning ways to look after their wellbeing • confidential, no cost support with no waiting list and no need for a mental health diagnosis – employees can refer themselves.	9/09/22, 11 & 25/10/22 and 5,9,16 & 19/12/2022	• 7 Information sessions with approximate attendance of 471 staff.			

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Worked with the Glasgow Credit Union (GCU) to promote the services available to GCC staff to support their financial wellbeing,	Information stands at GCC premises to support staff on 10th November for 'Talk Money Week' and on the 8th December in the run up to Christmas. On site attendance at various NRS staff engagement events to promote the services available. Development of publicity materials with QR Code linked to the GCU Glasgow City Council bespoke landing page and distributed around NRS depots. Digital version also promoted via the depot oneLAN screens.	Period: 1 November 2022 to 30 January 2023 No. of new members from GCC = 105 This represents a 114% increase on the same period 2021/2022.	Ongoing promotion of Service.	CED via CHR	G

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Working in partnership with First Bus to promote the Glasgow Commuter Travel Club which provides employees of member organisations a 10% discount on Adult 4 Week-Tickets.	Sign up to the Glasgow Commuter Travel Club 19/12/2023	Information on the Glasgow Travel Commuter Club has been included on our staff internet pages and Fact Sheet – Are you Worried About Money?	Ongoing promotion of the Glasgow Travel Commuter Club, including the new discounts soon to be launched for their Flexible Bundle Tickets which have been created with hybrid working in mind or changing travel needs. Currently working First Bus Glasgow on promotional posters.	CED via CHR	G
Working with Glasgow Life to promote their discounted Glasgow Club membership offer for council family staff of £10 per month instead of the standard rate of £27.	Staff announcement 15 March 2023	Glasgow Life to provide update on figures/uptake.	Ongoing promotion of the discounted Glasgow club rates via Staff Announcements and Staff Health and Wellbeing Handbook.	Corporate Comms & CHR	G

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MISSION 3: Enable staff to deliver a sustainable and innovative council structure that delivers value for money					
Emerging Commitment: Increase and promote financial support to staff.					
Action	**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.	Development of external facing employee internet pages - Workforce Health and Wellbeing to allow all employees including non-PC facing staff direct access to key resources. Development of Health & Wellbeing Posters with QR codes which takes employees directly to our Health and Wellbeing Resources including those for Financial Wellness. Increased promotion of our "Your Health and Wellbeing" Handbook.	Identified additional key supports for inclusion on fact sheet including: - • Scottish Government's Cost of Living Campaign • Scottish Association for Mental Health (SAMH), Cost of living Hub • Discounts Schemes such as the Blue Light Card Scheme and Young Scot National Entitlement Cards • Information on Concessionary Travel Schemes and discounted travel	Continuous review and updating of 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 webinars, training etc. via Corporate Announcements	CED via CHR	G

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	Review of and increased promotion Staff Information Factsheet – Are You Worried About Money? **Your financial wellbeing - key advice and support factsheet [145kb]** Promotion of Financial Wellness events such as webinars, training etc.	schemes from Scotrail and First Bus, including sign up to the First Bus Commuter Club • Where to get help reducing Household costs • Free days out for leisure purposes • Period Dignity Campaign			

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					
Emerging Commitment: Give managers the knowledge and tools to compassionately support employees					
Action	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
Development of training for managers covering the principles of what it means to be compassionate and exploring practical tools and tips for the behaviours our managers should display for managing compassionately while working in high pressured environments.	As part of the First Line Management course run in 2022 Workshops for NRS People Manager Pilot	First Line Management course delivered to approximately 60 employees. Workshops for NRS People Manager Pilot delivered to 45 – 60 employees.	Once evaluated and reviewed will be opened up to full council.	**CED via CHR**	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					
Emerging Commitment: Supporting staff to progress with their career or maximise their earnings					
Action	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
Supporting staff to progress with their career or maximise their earnings.	Development of a framework that provides a model of 'good practice principles' including a general method to help services develop and implement their own succession and career planning process that meets their operational and professional requirements. Development of a Succession and Career Planning GOLD Course. Launch of dedicated Connect pages	To date 303 people have completed the GOLD course. There has been 13 Manager & Employee Workshops with an overall attendance of 110 employees. 15 online courses run by City of Glasgow College, with 225 attendees across these.	This framework will support the Strategic HR Teams to roll this out across Services in line with their business plans.	CED via CHR & Strategic HR	G

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	NRS People Manager Pilot In house Manager's Workshops 28/07/22, 11/08/22, 11,14,15 & 29/09/22 In house Employee Workshops 13 & 28/10/22, 15, 16, 24 & 29/11/2022, 12/01/223 Online courses delivered by City of Glasgow College covering Career Conversations, Succession Planning – Identifying Skills, Creating PDPs and Performance Feedback run from the 18/08/22 to 24 November 2022.				

6 Policy and Resource Implications

Resource Implications:

Financial:	No direct implications
Legal:	No legal implications
Personnel:	None at this stage
Procurement:	No procurement implications.

Council Strategic Plan: Specify which Grand Challenge (s) and Mission (s) the proposal supports. Where appropriate the relevant Commitment can also be listed.

The assessment supports the supports grand challenge 4: Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities and Mission 2: Run an open, well governed council in partnership with all our communities

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2021-25? Please specify.	Yes, the paper supports Outcome 3, around providing Service users with information accessible to them on services provided by the Council Family and how we measure and report on progress.
What are the potential equality impacts as a result of this report?	No direct Equality Impacts identified at this stage; as this is a reflection of existing performance; however, where performance reflects considerations around the protected characteristics this will be noted.
Please highlight if the policy/proposal will help address socio-economic disadvantage.	The proposal directly addresses Service response to potential deprivation as a result of the Cost Of Living crisis.

Climate Impacts:

Does the proposal support any Climate	The proposal supports the overall implementation of the city's Climate Plan,

Plan actions? Please specify:	including its vision for a fairer, greener and healthier city.
What are the potential climate impacts as a result of this proposal?	No direct Impacts identified at this stage; however, the paper highlights performance that is directed towards achieving Net Zero Carbon by 2030
Will the proposal contribute to Glasgow's net zero carbon target?	TBC
Privacy and Data Protection Impacts:	NO
Are there any potential data protection impacts as a result of this report Y/N	