Item 1

8th February 2023

Glasgow City Council

Operational Performance and Delivery Scrutiny Committee

Report by Chief Executive

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Strategic Plan Performance: Grand Challenge 2:

Mission 1 and 2: 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 2: ***Increase opportunity and prosperity for all our citizens***, focusing in particular on Mission 1 and Mission 2 respectively, and the Commitments undertaken to deliver them:

- **Mission 1**: Support Glasgow residents into sustainable and fair work

- **Mission 2**: Support the growth of an innovative, resilient and net zero carbon economy

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:

- Setting up of the Just Transition Working Group and associated governance.

- Developing a Business Support Framework

- Establishing a formal partnership with the Apt (Disability Employment Gap) Public Social Partnership to improve the access to and retention of people with disabilities in employment across Glasgow

In addition, at its meeting on 27 June 2022 the City Administration Committee agreed to utilize £9.456m of Covid Economic Recovery Funding awarded by the Scottish Government to support residents of low-income households in the city impacted by the cost of living crisis. From August 2022 gift cards with a value of £110 each were distributed to households in the city who receive Council Tax Reduction.

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 is the ambition:

By 2024, have in place a holistic, all age employability pipeline based on individual need.

In response, three employability programmes are currently being procured totalling £5m, with training allowances and Real Living Wage commitments built in to support people who may not otherwise be able to engage to participate in these programmes.

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 TWO: Increase opportunity and prosperity for all our citizens					
MISSION 1: Support Glasgow residents into sustainable and fair work					
Commitment 1: Support skills development for a just transition and pathways into the low carbon industries of the future.					
Action	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
Support the set-up of the Just Transition Working Group and associated governance.	Terms of Reference (ToR) agreed and in place.	Calendar of meetings put in place for the next 12 months.	Desk-based research and a series of engagements with key external speakers. The work will inform a report looks at: 1. How can the Council best	CED	G

			engage and align with the thinking around governmental just transition planning approaches? 2. To what extent is the private sector adequately preparing for transition? 3. What roles and position are Glasgow's citizens, unions and the wider voluntary community sector currently playing in shaping the		

			transition and how far away are we from a ‘model’ process? 4. To what extent will the transition to a low-carbon and climate resilient economy affect the Council’s own workforce, and how is the Council using its levers to actively enable the wider transition?		

Commitment 2: Grow the number of Small and Medium Enterprises and microbusinesses alongside co-operative and social enterprises.					
Action	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
Develop a Business Support Framework to provide access to specialist support for SMEs that will help grow the number of businesses, including co-operative and social enterprises, who are most likely to help deliver services that address cost of living challenges. Put in place a programme of 1:1 adviser support and grant funding to support start ups and increase business survival rates.	Procured Framework in place. A new 'start up grants' offer scoped and included in paper to CAC on 9 February 2023 for approval.	Public Contract Scotland Notice published. Engagement sessions with potential suppliers completed. In 2021/22, Glasgow delivered support to 457 start ups across the city. To date in 22/23 464 new start ups have been supported which is the second highest of all Scottish Local Authorities.	Scoring of submissions. Paper to Contracts and Property Committee. Implementation and delivery of framework. The new, tiered start up grants will be rolled out from April 2023.	CED	G

Commitment 3: Support Small and Medium Enterprises to undertake the transition to Net Zero and develop business models for the Post-Carbon economy.					
Action	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
Create a Green Business Grant to help SMEs transition to Net-Zero, reduce their energy costs and become more resilient to climate change.	Grant developed and in place. Staff training programme completed.	Programme launched in November 2022. Web based application process created. Appraisal process developed and in place.	Ongoing marketing and promotion to the local business community. More information at the link for Green Business Support.	CED	G

Commitment 4: Engage with partners to improve access to employment for people with disabilities in Glasgow.					
Action	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
Establish a formal partnership with the Apt (Disability Employment Gap) Public Social Partnership to improve the access to and retention of people with disabilities in employment across Glasgow.	Establish the partnership. Identify 10 local employers to work with to improve accessible pathways into sustainable employment. Support CHR to progress the GCC Disability Action Plan	Partnership is up and running, funded by GCC. Work underway to engage with a range of employers if varying sizes and across different sectors. CHR have engaged with APT and are receiving support on how to enhance the Action Plan.	New NOLB p2 tenders developed with support of partnership, with disability employment gap a cross cutting theme. New contract to be awarded in February 23 to engage with unemployed disabled parents.	CED	G

GRAND CHALLENGE ONE: **Increase opportunity and prosperity for all our citizens**					
MISSION 2: Support the growth of an innovative, resilient and net zero carbon economy					
Commitment 2: Ensure that the growth and success of Glasgow's film and TV industry contributes to the local economy with local business, training, and employment opportunities.					
Action	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
Support the sector transition to more sustainable practices across Film and TV production, including: - Screen content: how to protect Scotland's natural landscapes through promotion in Scottish film and TV programmes, and the connection between screen content in Scotland and its	Fund a position, in partnership with Screen Scotland, to deliver the actions identified.	Digital Feasibility study completed. Screen Sustainability Hub Format & Delivery Research commissioned. Portable Renewable Power in Scotland workshop delivered.	Further workshop activity in sustainability to be rolled out. Analysis of research activity and recommendations for ongoing engagement to continue supporting the sector transition to Net-Zero.	CED	G

relationship to inclusive societies. - Infrastructure: how to best welcome and house screen production in Scotland in a way that is both low impact and leaves a positive legacy for the industry and economy overall. - Production processes: equipping productions with training and resources of low impact suppliers and services, benefiting both production companies, crew, and low impact enterprise in Scotland.					

Emerging Commitment: By 2024, have in place a holistic, all age employability pipeline based on individual need.					
Action	**Milestones**	**Progress and Performance**	**Planned Activity**	**Lead Service**	**RAG**
Procurement of 3 employability programmes to support people into work	Delivery will begin April 2023	Tenders for all 3 programmes are currently undergoing assessment. Recommendations will go to Contract and Property Committee on 23 February 2023.	**Unemployed Disabled Parents** • Contract Value - £500k • Targets those not engaging with services • Understand their views • Refer them into employability support **Training for Work** • Contract Value - £3M • Includes Training Allowance • All age (16+) • Supports into employment/MA/FE/HE **Paid Work Placements** • Contract Value - £1.5M • All age (16+)	**CED**	G

			• 18-26 week placements at Real Living Wage • Should include industry qualification or accreditation		
Development and implementation of a pipeline of employability support across all target groups	Commissioning to commence in August 23.	Using the Scottish Approach to Service Design, we are working with the CCI to determine the needs, gaps in provision, and to develop the pipeline in line with the No One Left Behind (NOLB) agenda.	Delivery to commence in April 2024	**CED**	

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?	The paper reports progress on the creation of a Green Business Grant to help SMEs transition to Net-Zero.

Privacy and Data Protection Impacts:	NO
Are there any potential data protection impacts as a result of this report Y/N	