Glasgow City Council

Item 3

27th October 2022

Report by Councillor Greg Hepburn, Business Manager and City Convener for Open Government.

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COUNCIL STRATEGIC PLAN 2022 - 2027

Purpose of Report:

To present the Council Strategic Plan 2022 – 2027 for approval.

Recommendations:

Council is asked to:

- Consider and approve the Council Strategic Plan;
- Agree that it is referred to the Operational Performance and Delivery Scrutiny Committee to allow consideration of a suitable performance management framework for the Plan; and
- Note that City Policy Committees have a role to develop and progress the Plan's priorities as indicated in the report.

Ward No(s):	Citywide: ✓
Local member(s) advised: Yes ☐ No ☐	consulted: Yes ☐ No ☐

1 Introduction

1.1 This report presents the Council Strategic Plan 2022 – 2027 (see Appendix). It is a key document that sets out the priority Grand Challenges, the Missions that will be undertaken to address them, and Commitments that will be delivered over the next five years by our Services and Aleos. It is an essential part of the council's strategic planning and performance management framework. It provides the basis for future budget and service planning as well as performance management and reporting.

1.2 The Plan sets out four Grand Challenges for the council to deliver against. These are to:

- 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.

1.3 The Plan outlines the Missions that will be undertaken to address these priority Grand Challenges, as well as outlining the risks to their delivery.

1.4 City Policy Committees have a remit to review, develop and oversee the implementation of Commitments in the Plan. The Grand Challenges cut right across the work of all areas of the council and its Aleos, and ways of working for each committee will be clarified through the committee work plan process.

1.5 The Operational Performance and Delivery Scrutiny Committee will consider the performance management tools that will track and measure performance against the Plan. It is recommended that this report is referred to this committee to allow it to consider future performance monitoring.

1.6 Following agreement of the Plan, a user-friendly version will be produced for the public, staff and partners.

2 Policy and Resource Implications

Resource Implications:

Financial:	The Plan has been informed by the council's Financial Framework and outlook and priorities will be factored into financial planning.
Legal:	None
Personnel:	The Plan will inform ongoing workforce planning.
Procurement:	None

Equality and Socio-Economic Impacts:	
Does the proposal support the Council's Equality Outcomes 2021-25? Please specify.	The Plan cuts across all areas of services and Aleos and further embeds many of the Commitments highlighted within the council's equality outcomes.
What are the potential equality impacts as a result of this report?	Equality Impact Assessments (EQIAs) will be developed as appropriate, as key decision related activities outlined in the Plan are initiated.
Please highlight if the policy/proposal will help address socio-economic disadvantage.	The Plan focuses on areas of socio economic interest and concern, particularly in identifying activity to mitigate and address poverty and its consequences; and encourage economic development in the city. These will also be picked up and detailed further through the EQIA process, where appropriate.
Climate Impacts:	
Does the proposal support any Climate Plan actions? Please specify:	The Plan supports Glasgow's Climate Plan and in particular to the focus on decarbonizing transport and the built environment, ensuring a just transition for communities.
What are the potential climate impacts as a result of this proposal?	These will be determined as work is progressed. The continuing work to develop a Climate Impact Assessment tool will also assist in this.
Will the proposal contribute to Glasgow's net zero carbon target?	The focus in the Plan on delivering net zero by 2030 is intended to make a significant contribution to the city's net zero target; and will be explored alongside the development of the Climate Plan.
Privacy and Data Protection Impacts:	None

3 Recommendations

The council is asked to:

- Consider and approve the Council Strategic Plan;
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- Note that City Policy Committees have a role to develop and progress the Plan's priorities as indicated in the report.

Appendix

The Council Strategic Plan 2022 - 2027

1. Introduction

Glasgow City Council exists to serve the people of Glasgow.

The people of Glasgow elected a new council in May 2022, which will serve them through to 2027. This Plan reflects the political priorities of the Council for the next five years, with an ambitious programme to address today's challenges and ensure that we can all look to a thriving future.

Since the election the reality of the cost of living crisis has become stark. Just as we were working to recover from the Covid pandemic, rising inflation and energy prices have hit the city's people, communities, businesses and organisations. They, like the council, are now under severe pressure.

As a consequence the new council met in June to respond to the emerging crisis and agreed its immediate priority to use our core statutory and essential services to do what we can to support people and communities as we to respond to the cost of living crisis.

The council agreed to:

- support individuals, households and communities most vulnerable to the effects of the cost of living crisis;
- work to mitigate the worst of the immediate financial impact of the crisis, particularly in relation to the rising costs of food and household fuel;
- prevent vulnerable individuals and households from falling into homelessness or other severe consequences; and
- support individuals and households to permanently improve their financial circumstances.

As a consequence of this crisis we will work with our partners and our citizens so that we can focus on the core services our city relies on.

This Plan will be reviewed annually to reflect the continuing uncertainty and allow us to respond to challenges as they arise.

2. Our city

Glasgow is a wonderful city. More than 635,000 people choose to live here. Many have come from all over the world to make this city their home.

Glasgow is Scotland's largest city and at the centre of our nation's economy and culture. We are a welcoming city and we're the most diverse city too. We have a relatively young population compared to other Scottish council areas.

We have an amazing history. It spans many centuries during which people have called this place home, built their lives and businesses here, and seen huge change. In 2025 we'll be celebrating the city's 850th birthday since the granting of its Burgh Charter. Glasgow was one of the foremost titans of the industrial age and now we look once more to transform, moving from a post-industrial to a post-carbon city.

Our recent history is one of regeneration and renewal. As a result, Glasgow has become one of the world's leading cities for sport, culture and innovation. From the Glasgow 2014 Commonwealth Games to the 2018 European Championships these events came to Glasgow because the world knew we could deliver them successfully and safely. And we will do again with the inaugural UCI Cycling World Championships in 2023 and the World Athletics Indoor Championships in 2024. Students come to our academic institutions from across the globe because they know how good they are and how good a time they'll have in Glasgow.

As the host of the United Nations Climate Change Conference, COP26, we have built a reputation as a sustainable and green city, aware of the legacy of our past and determined to make the changes needed to transition to a net zero future. The climate and ecological emergency is one of the biggest challenges facing the planet, and we will continue to be ambitious in our plans to respond to it.

We are also, however, a city with unacceptable and long-standing contrasts. Healthy lives, good jobs and access to opportunities are not spread equitably across our communities. Not enough of our people get to make choices about their lives because they lack income, power and opportunity. This isn't how we see our Glasgow and we want to help create a better city with and for our people.

3. Our vision

We want Glasgow to be a great place for people and business. Our vision therefore is to support **a fair and sustainable city where everyone gets to contribute and all can benefit from a flourishing Glasgow.**

We want to make sure that everyone has a chance to live their lives as they want, free from discrimination and with the support they need. Indeed, the council believes that a more resilient city is built on the foundations of a just city. Tackling health and social inequalities will therefore inform all of our work.

Glasgow is also a global city with an internationalist outlook. This offers us huge opportunities for trade, cultural exchange and learning. We want to keep the eyes of the world on our city, whilst also ensuring that we deliver under the gaze of Glaswegians.

One of the key lessons from the Covid pandemic is that we need to be sufficiently flexible as an organisation and well connected across systems to respond quickly and effectively when further challenges inevitably emerge. Council staff stepped up during the pandemic and many adopted new ways of working and new ways of approaching problems. We need to encourage a culture of openness, transparency and curiosity in the council and in our broader relationships if we are to meet unknown new challenges. All of us need to work continually to ensure that the levels of trust from citizens to the institutions which serve them are strengthened as a key feature of a thriving city.

4. Our values

We have set out our values in our City Charter. They have been developed in consultation with citizens and staff. They are to:

- **Be an open, transparent and easily accessible organisation which communicates freely with city residents and involves them in decision making;**
- **Be fairer and more equal giving everyone in Glasgow the chance to flourish and improve their life chances and choices. Work to uphold and protect people's basic human rights including treating them with dignity, fairness, equality, and respect, regardless of their background;**
- **Promote pride in what the city has achieved, its people, its heritage, its facilities and appearance and be proud to live and work in Glasgow; and**
- **Work in partnership allowing people to contribute and for ideas from any source to be heard and considered.**

5. Our Priorities

This Plan will be delivered by our services and Aleos, working closely with our partners and our communities. We have identified four Grand Challenges which draw together our approach for the next five years and they will inform all we do. They are to:

- 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; and
- Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.

This Plan sets out the Missions our services will undertake to strive to meet these Grand Challenges, and Commitments needed to make progress against these Missions.

6. Risks & Challenges

At the start of the last council inflation was just over two per cent. What may once have seemed like a confident assumption of future low inflation, borrowing rates and wage rises has been completely upended. Fuel poverty rates were worryingly high in Glasgow, but nothing like the situation we find ourselves in now. The same goes for food poverty issues. Covid and a European war were not things we had anticipated.

We don't know what the future will bring, but we do know that strong communities are the basis on which we can look ahead with hope. Glasgow's people are the strongest assets on which the city draws and the council and partners need to do all we can to help support our communities and see them grow. This is the key challenge we need to address and get right.

The specific things we know we can say are:

- The council's budget continues to be under significant pressure. The same goes for many other institutions and businesses in the city and for our residents. The pressures come at exactly the same time as the demand on our services is likely to grow. A cost of living crisis for citizens is combining with a cost of doing business crisis for local companies. We must respond to this challenge creatively and in ways which maintain our core services, especially for our most vulnerable citizens;

- How we resource a relatively rapid transition to net zero carbon emissions by 2030 is a huge issue. We are going to have to think about new ways of working and raising funds to achieve this in time. We shall need to take measures too to ensure that people and businesses can make it through this transition in good shape. We don't want a repetition of what happened to our people in the difficult transition away from heavy industry;
- There are likely to be big changes across the broader public sector which would be challenging at any time. The council itself needs to manage its own workforce so that we maintain a strong ethos of public service, bring on a younger generation of new staff and respect the dignity and quality of life of our existing workers; and
- In the longer term there are social changes on the horizon which we need to be planning for right now. More people will be living on their own, for instance. Loneliness and social isolation came to the fore during the pandemic and the shift to single person households is going to affect public services in ways which we can't yet fully imagine. Whilst Glasgow continues to have the lowest median age (36) of any council in Scotland, we know too that we need to plan for greater demand on services from older people – whilst still addressing the challenges of poor health, addictions and increasingly mental health issues across the whole population.

7. Our Grand Challenges

7.1 Reduce poverty and inequality in our communities

The council believes that all Glaswegians have the right to enjoy healthy lives free from poverty, discrimination and inequality.

The overlapping crises of Covid and the cost of living present a profound resilience challenge for Glaswegians and the institutions which serve them. Far too many people in this city already experience poverty and huge leaps in the cost of living are only going to make things worse. The council will therefore do all in its power to protect our citizens, maximise their income and opportunities, and support the core services on which they rely.

Glasgow is a city that embraces all of its diverse communities and we want to create an environment that offers them opportunities to explore ways of living together free from discrimination. In everything that the Council does, we will actively tackle the causes and consequences of discrimination on the basis of race, disability, gender, gender reassignment, age, sexual orientation, religion or belief. The commitment to tackling deep-rooted health inequalities across communities also remains at the heart of all our work. We know how important it is, in particular, to focus on the early years in order to build the foundations for healthy and flourishing futures. No child can be allowed to slip through the safety net. All children should have access to the resources they need to allow them to create their own futures.

We acknowledge the vital importance of the third sector and community-based services in helping people and advocating for their rights. All of Glasgow is going to have to pull together to draw on our strengths and build resilience in the face of these unprecedented times. The council accepts its leadership role in convening partners and delivering on a vision of a city where our people and institutions not only come through but thrive.

7.2 Increase opportunity and prosperity for all our citizens

The council believes that all Glaswegians should benefit from our city economy.

Good jobs with decent pay and prospects should be within reach for all our citizens. We will therefore support our businesses so that they can grow and we will support our citizens so that they can secure jobs and progress in them. The council remains committed to the principles of fair work and a living wage so we will promote them widely and encourage our partners to adopt them too.

All our citizens should have a stake in the life of their city economy and no one should be left behind as it goes through change. The council will work with key local and national partners to ensure that Glaswegians are equipped to harness opportunities where they arise and manage such change when it inevitably happens. Glaswegians are naturally innovative and entrepreneurial and we will work to ensure that they can contribute fully to the city economy and build a strong basis on which future generations get a fairer share of greater prosperity.

We will help to deliver a just transition for our workers and businesses as we move away from a dependence on fossil fuels and to a greener economic model. Glasgow has endured previous unjust transitions and still bears the social and environmental scars of its difficult shift from an economy and society based on heavy industry. The Missions set out to address this Grand Challenge will ensure that history does not repeat itself. They illustrate how we will work with our partners and people and crucially how we will seek to unlock the finance which underpins them.

7.3 Fight the climate emergency in a just transition to a net zero Glasgow

The council believes that a more sustainable city is a better place for all Glaswegians.

Glasgow has declared a climate and ecological emergency – with an overall target of getting to net zero carbon emissions by the year 2030. If we are to achieve that goal then a huge amount of work needs to be delivered over the five year lifetime of this plan. That will involve a cleaner and greener transport system, as well as decarbonising our energy systems. Set out below are specific Missions to address these extraordinary challenges, to mobilise our relationships with business and civic society to support the city and the council to do that, and to embed the United Nations Sustainable Development Goals into everything we do.

Reducing Glasgow's carbon emissions is a vital task, but it needs to go alongside adapting our city to the local weather impacts brought on by global climate change. We shall therefore also focus on making sure that our homes, businesses and infrastructure are well adapted and that Glasgow is resilient in the face of such change.

All of this work has to happen in ways which both protect our citizens and enhance opportunities for them in the transition to a greener economy and society. We want to grow a Glasgow where people enjoy a high quality of life through cleaner air, access to greenspace and connections to nature. When we get all of this right – and we absolutely have to – then businesses, residents and visitors will all benefit from life in a sustainable city.

7.4 Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities

We want Glasgow to be a great city where people can be proud of the places they live in.

The actions to support this aim are best shaped in partnership with the communities we serve. The Missions to address this Grand Challenge state ways in which the council will work across the city to make information available to citizens about their neighbourhoods and how they can get involved in making them even better places. We will look to devolve power to communities and make sure that they are at the heart of decision-making, recognising the council's responsibility in the delivery of services. This will include an emphasis on supporting community generated initiatives and seeing them as genuine partners in the work of the council.

Glasgow's people are best placed to determine what matters to them and what will make a positive difference to their city. Citizens have expressed clear views on what they value in their city and what they expect from their council. These include clean and safe streets, assets that are well maintained and a sense of being supported in tackling the issues that they identify in their neighbourhoods. Glaswegians also have a strong sense of civic pride, which should never be taken for granted. We will both build on the strengths of our communities and respond to their concerns so that they can play a full part in the life of their Glasgow.

Glasgow is a welcoming city and we are fortunate that people from all around the world choose to make their lives here, add their vitality to the city and build its future as new Glaswegians. We will continue to be a city that nurtures a strong and vibrant community spirit, which is the surest way of guaranteeing that we maintain and enhance our shared home in this great place.

8. Our Missions and Commitments

Set out below are the Missions which will address the four Grand Challenges. Missions are initiatives which seek to address the Grand Challenges by putting forward concrete solutions; while also maintaining a clear, measurable, time-bound and realistic direction. The commitments will form part of the performance management framework developed by the Operational Performance and Delivery Scrutiny Committee.

GRAND CHALLENGE ONE – Reduce poverty and inequality in our communities
MISSION 1: End child poverty in our city using early intervention to support families
Commitments
1. Prioritise anti-poverty policies and actions to improve wellbeing and tackle root causes of poor health. 2. Prioritise Glasgow's most vulnerable households while continuing to deliver universal support services. 3. Continue to advocate for a Universal Basic Income pilot. 4. Work with the Scottish Government to deliver Free School Meals for all primary school children. 5. Review the Poverty Leadership Panel as a reference group to ensure that lived experience is at the heart of our response and that we are responding appropriately, where we can, to the cost-of-living crisis. 6. Continue to deliver the Glasgow Helps project. 7. Continue to work to maximise incomes for all low-income households, including those households in work.

GRAND CHALLENGE ONE – Reduce poverty and inequality in our communities
MISSION 2: **Meet the learning and care needs of children and their families before and through school**
Commitments
1. Support affordable and accessible school uniforms, including uniform banks and lease and hire schemes and work on cost of the school day work including administering school clothing grants. 2. Continue to administer the Scottish Welfare Fund. 3. Ensure digital inclusion for children and young people. 4. Develop targeted campaigns and communications to raise awareness of misogyny, and to combat sexual harassment within our schools. 5. Provide support in schools for children from marginalised groups, including refugees and asylum seekers and LGBTI+ young people. 6. Continue to work with LGBTI+ Youth Scotland and Time for Inclusive Education campaign on inclusive education including consent education. 7. Ensure processes for recording, reporting and dealing with racist and LGBTI+ bullying, sexual harassment and other abuse within schools to enable people to come forward and that a consistent zero-tolerance approach is taken.

GRAND CHALLENGE ONE – Reduce poverty and inequality in our communities
MISSION 3: **Improve the health and wellbeing of our local communities**

Commitments

1. Work with partners to promote and support people in Glasgow to achieve improved physical, mental and emotional health and wellbeing.
2. Work with partners to reduce health inequalities and the impact of deprivation and increase healthy life expectancy.
3. Work with service users and their carers to identify their needs and desired outcomes and empower them to make informed decisions about the lives they live and supports they choose to receive.
4. Support people to live safely at home for as long as possible and continue the move away from traditional service delivery models to those which enable people to access services and supports in their local communities.
5. Work in partnership with communities and other services to ensure that people, particularly the most vulnerable, are kept safe from harm and that risks are identified, reduced and managed appropriately.
6. Continue our maximising independence work, work with disability organisations, and embed human rights in social care policy and practice.
7. Work to promote safe access for women to healthcare facilities that provide abortion services, and support the case for legislative action to introduce buffer zones.
8. Support local and national efforts and a public health, evidence based approach to tackling drug deaths.
9. Support a Safe Drug Consumption Facility.
10. Recognise gambling harms as a public health issue.
11. Promote comprehensive family support services.
12. Continue to support carers and promote continuity of care.
13. Support carers, and young carers and access to respite care and appoint a Carer's Champion to help give voice to those with lived experience of being an unpaid carer.
14. Improve engagement with foster and kinship carers and seek to increase the financial and other support available to them, so that Glasgow's in-house fostering and kinship services continue to provide the best possible care.
15. Support the Glasgow Alliance to End Homelessness and their work to improve homelessness services in Glasgow, support Housing First as a model and reduce use of temporary accommodation.

GRAND CHALLENGE ONE - Reduce poverty and inequality in our communities

MISSION 4: Support Glasgow to be a city that is active and culturally vibrant

Commitments

1. Continue to re-open agreed council-owned venues.
2. Protect, diversify and enhance Glasgow's museums, recognising their national importance whilst protecting free entry for city residents and exploring alternative funding models.

3. Consider updated ways of funding cultural organisations in the city and promote fair pay for cultural freelancers.
4. Celebrate Glasgow's 850th birthday in 2025.
5. Celebrate the culture and heritage of and protect the rights of Roma and Gypsy/Traveller communities in Glasgow.
6. Agree and implement the Plana Gàidhlig 2023-2028.
7. Support the Working Group for Repatriation and Spoliation which will continue to consider repatriating items in the Glasgow collection.
8. Continue to promote Glasgow as a world-leading events destination. Develop a new Events Strategy which considers impact on parks, the community and public spaces and provision of free transport within costs of event ticket.
9. Maximise the impact of the 2023 UCI Cycling World Championships, and Glasgow's year as European Capital of Sport, by increasing participation in sport for marginalised groups, and assessing provision of indoor and outdoor sports facilities, considering how gaps could be filled.
10. Explore options for a free sports programme for under 16s.
11. Introduce community referrals to encourage wider participation in sport, culture and physical activity programmes and improve collaboration within the health and wellbeing sector.
12. Protect the vital role of libraries, involving local communities and campaigners in the future Vision for Glasgow Libraries, including exploring the potential for council libraries to become 'repair and reuse hubs', and 'libraries of things' and, and explore the feasibility for secondary school libraries to be accessible by the public.
13. Secure investment for the People's Palace and Winter Gardens.

GRAND CHALLENGE TWO – Increase opportunity and prosperity for all our citizens

MISSION 1: **Support Glasgow residents into sustainable and fair work**

Commitments

1. Support skills development for a just transition and pathways into the low carbon industries of the future.
2. Grow the number of Small and Medium Enterprises and microbusinesses alongside co-operative and social enterprises.
3. Support Small and Medium Enterprises to undertake the transition to Net Zero and develop business models for the Post-Carbon economy
4. Work with City Building to complete the construction of a brand new state-of-the-art Green Training College in Springburn.
5. Launch an updated Climate Ready Apprenticeship Scheme that equips our future workforce with the skills to protect our biodiversity.
6. Develop a Hospitality Action Plan, which supports recovery, addresses skills gaps, promotes sustainability, and improves pay and conditions for workers, in line with the Fair Hospitality charter.

7. Engage with partners to improve access to employment for people with disabilities in Glasgow.
8. Work to expand Glasgow's thriving tech sector and support the establishment of a Tech-Scaler in Glasgow and focus on what the city already does well in supporting sectors such as cultural, design and education start-ups.
9. Work with the Scottish Government and the taxi trade to address issues facing the sector in connection with the night-time economy, people with mobility needs and transition to low emission vehicles.
10. Focus dedicated support to increase the number of Black, Asian and Minority Ethnic-led businesses, and women-led businesses in the city.
11. Continue to advocate for those registered as asylum seekers awaiting a decision for longer than 6 months unrestricted access to the labour market.

GRAND CHALLENGE TWO – Increase opportunity and prosperity for all our citizens

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

Commitments

1. Support work locally and at city region level to roll out a large-scale programme of Home Energy Retrofit, supporting decarbonised and more efficient home energy across the city region, including in pre-1919 stock and working to maximise local impact for residents and small businesses.
2. Implement the City Centre Recovery Plan and develop a new City Centre Strategy which considers structural issues, supports small businesses, considers packages of support and encourages positive strategic development of sites to deliver place-making, sympathetic development, and improved public realm.
3. Support Business Improvement Districts.
4. Undertake an evidence-based review and develop a business case for consideration on Workplace Parking Licensing, with any potential revenues to be invested fully in sustainable transport projects within the city, and review options around road user charging and at-city-boundary congestion charging models.
5. Working with Credit Unions, explore if we can develop a model to provide interest free loans that the Council can act as a guarantor for, potentially allowing micro and small businesses to access funding through non-traditional means.
6. Explore options to support local businesses to grow through equity financing.
7. Address the problem of vacant units, including exploring a holding company model and transition to employee-owned models. Work with City Property to align strategic aims in this area and promote social enterprises, cooperatives and creative organisations.

8. 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.
9. Review Glasgow's Twin Cities and implement a new International Strategy, building on city diplomacy and developing our Partner City model.
10. Explore opportunities to reform city procurement policy including payment of the living wage and supporting social enterprises and the third sector to apply for contracts.
11. Create a Community Benefits repository where local organisations can identify potential community benefits for inclusion in relevant contracts, and ensure all local regeneration schemes provide clear social and sustainability benefits.
12. Develop a Social Infrastructure Investment programme. Build community wealth and empowerment by including the community and voluntary sector, social enterprises, credit unions, and co-operatives in business support services, ensure economic benefits are equally spread.
13. Develop an action plan that supports more Glasgow companies exporting goods and services.
14. Include consideration of Scotland's Wellbeing Economy Monitor and National Performance Framework performance indicators in business cases and impact assessments.
15. Develop and implement a Community Wealth Building Strategy for Glasgow, ensuring that social, economic and sustainability benefits are felt locally in all of our communities.
16. Continuously review the council's current capital investment plans, including City Deal projects within the city boundary, through a climate action and social justice lens.
17. Work with the Scottish Government to deliver the Clyde Mission, focused on transforming vacant and derelict land and investing in communities along the Clyde, and ensure a focus on climate adaptation and community wealth building in Clydeside regeneration.
18. Support zero-waste shops and reuse/repair hubs and establish a Circular Economy District.
19. Develop a business case for using new Local Visitor Levy powers and consult on how this could be implemented.
20. Deliver the Glasgow Tourism and Visitor Plan to deliver significant targeted visitor spend to the economy.
21. Support the development of Glasgow's Cultural Strategy.

GRAND CHALLENGE TWO – Increase opportunity and prosperity for all our citizens

MISSION 3: **Raise attainment amongst Glasgow's children and young people**

Commitments

1. Build on the significant progress we have made in improving attainment and positive destinations; supporting education staff and improving early education.

2. Support skills development for pathways into industries of the future by working with the further and higher education sectors across the city, and other appropriate partners.
3. Support period dignity in our schools.
4. Support holiday food and activity programme.
5. Continue to expand Gaelic Medium Education (GME) provision and maintain GME working group.
6. Continue to plan for early years education, primary and secondary provision and school estate. Create plans for a city centre school and consider what more we can do to encourage locally representative schools.
7. Support children and young people to get dedicated mental health support and counselling in schools.
8. Work with partners to ensure that every child or young person with additional support needs who would benefit from a Coordinated Support Plan receives one and require that all staff assigned to support people with additional needs have the appropriate training to do so effectively.
9. Expand our safer school streets programme.
10. Promote access to instrumental music tuition, primary school swimming tuition, Bikeability training, and outdoor and nature-based education.
11. Support play and outdoor education.
12. Support accessible educational and social opportunities including arts and sport and explore ways to make better use of school facilities for community use.
13. Make sure educational and social opportunities available in school are accessible to young people who are new to Glasgow.
14. Support school food growing, waste reduction and recycling and work on achieving silver and gold Food for Life awards.
15. Address under-representation of racial and ethnic diversity in education, and across the wider Council, workforce, and ensure appropriate support for staff with disabilities.
16. Continue to explore gender friendly nurseries.
17. Support the expansion of free childcare hours; and make the current offer more flexible to support parents in shift work or irregular employment to be able to use them.
18. Maintain the option for parents and carers, who wish, to opt their children out of standardised testing.
19. Support community organisations such as local bereavement services, services combating loneliness or promoting collective care.
20. Re-establish The Health and Inequality Commission and refresh its work on loneliness and mental health support.

GRAND CHALLENGE THREE – Fight the climate emergency in a just transition to a net zero Glasgow

MISSION 1: **Deliver sustainable transport and travel aligned with the city region**

Commitments

1. Work in partnership with Transport Scotland, Energy Savings Trust and Office for Zero Emission Vehicles to deliver the fleet strategy objectives of decarbonising the fleet, transitioning to zero emissions vehicles by 2030, and identify opportunities for modal shift within journeys.
2. Building on our Glasgow Transport Strategy policy framework, create a new Parking Plan to reduce car parking spaces and extend controlled parking zones.
3. Via implementation of the Glasgow Transport Strategy Policy Framework, work to reduce car vehicle kilometres travelled in the city by at least 30 per cent by 2030.
4. Deliver the wide-ranging City Centre Transport Plan, including support for an integrated sustainable transport network to help people get to and about the city centre, a new People-First Zone to restrict private vehicle through traffic in a city centre core, and scoping feasibility and developing options for a free electric shuttle bus in the city centre.
5. Deliver the bus governance route map, exploring greater public control of bus services for Glasgow, utilising new powers from the Scottish Government.
6. Commission research on and explore options to reduce the impact of the M8 on the city centre, and review opportunities to re-engineer other roads infrastructure to become more people-friendly including options for long-term replacement.
7. Support the development of business cases for the Clyde Metro project, using this as an opportunity to deliver fully integrated sustainable public transport in the Glasgow City Region and with a view to meaningfully connecting the most disadvantaged and under-served communities.
8. Review council staff travel arrangements to prioritise lower-carbon public transport options.
9. Ensure that planning guidance takes adequately into account climate, air quality and congestion impacts in determining planning applications for traffic-intensive developments such as drive-through restaurants, and if necessary produce amended supplementary planning guidance.
10. Support expanded provision of public Electric Vehicle charging across the city, while protecting existing pedestrian and active travel space, and install in all new build or retrofit residential or commercial buildings, where appropriate.
11. Continue to deliver on our commitment to a 20mph cityside speed limit and design streets that naturally reduce speeding. Explore ways to take stronger action on pavement and other illegal parking, and on idling vehicles.
12. Increase affordable cycle storage across the city.
13. Expand Nextbike and car-sharing scheme.
14. Invest in footway and carriageway maintenance, continuing to move towards longer-term roads and pavements solutions.
15. Invest in pedestrian crossings to bring them up to fully accessible standards to improve accessibility and encourage greater pedestrian priority.
16. Identify new options for enforcement and quality control of contractors working on public roads.
17. Deliver the city's Active Travel Strategy, working towards delivery of a comprehensive City Network of active travel infrastructure to support modal shift.
18. Continue to champion affordable, and increasingly free, public transport.

19. Support the development of business cases for the reopening of former rail stations or the establishment of new stations, and engage with relevant authorities to advance this agenda.
20. Ensure planning policy supports development in areas with good links to the public transport system and active travel routes.
21. Take an equalities approach to transport infrastructure maintenance.
22. Gender test our winter maintenance plan.
23. Advocate for extended Subway opening hours including later opening on Sundays and to better serve shift workers and the night-time economy.
24. Extend bus lanes and hours and consider options for remote enforcement.
25. Work with partners in the Bus Partnership to ensure buses meet more people's needs.
26. Work with partners at national and regional level to support reform of regional transport governance, advocating for a properly resourced and empowered regional transport governance framework at the city region level.
27. Embed the sustainable travel hierarchy in all transport decisions.
28. Support the delivery of integrated, tap in/out ticketing across different transport modes and providers.
29. Engage with Strathclyde Partnership for Transport (SPT) to support the introduction of a 'guide to using Glasgow buses' sign at every bus stop.
30. Work with the bus sector to promote safety and improve reporting of harassment, and work on ways to enable remote enforcement so that cameras can be used on buses to identify illegal parking in bus lanes, on footways and on active travel routes.
31. Work with transport operators, SPT and other partners to promote safety and personal security, improve reporting of harassment and tackle crime and anti-social behaviour across the city transport network.
32. Work with the bus sector and partners including SPT to explore ways to enable remote enforcement so that cameras can be used on buses to identify illegal parking in bus lanes, on footways and on active travel routes.

GRAND CHALLENGE THREE – Fight the climate emergency in a just transition to a net zero Glasgow

MISSION 2: **Become a net zero carbon city by 2030**

Commitments

1. Invest in more Council-owned renewable energy generation, including solar and wind energy, and support the development of green hydrogen.
2. Continue to improve the heat and energy efficiency of the council's property assets, ensuring high standards in new buildings and completing retrofit, where viable throughout the existing estate.
3. Roll out training for councillors and key council staff in carbon literacy to support leadership in the transition to Net Zero.
4. Deliver the Plastic Reduction Strategy, supporting local businesses to reduce packaging and promoting initiatives such as water refill points.

5. Develop a Community Energy Strategy to support the establishment of community energy organisations to generate renewable energy, and support the development of local heat networks.
6. Work with the Scottish Government to ensure a minimum energy performance certificate grade C for all homes at point of sale or rental from 2025, with a target backstop date of 2030 for all properties, including those in mixed tenure blocks.
7. Promote and secure investment for the establishment of district heating networks throughout the city and develop planning policy to promote district heating in new build developments.
8. Deliver the Depot Review to ensure facilities are fit for purpose.
9. Deliver sustainable urban drainage and promote nature-based solutions to manage flooding and pollution.
10. Via planning policy, require all new development/infrastructure to deliver flood risk net gain.
11. Review planning and housing policy to improve energy efficiency standards, including through the building of Net zero/ Passive house standard development, and increase the development of large family housing/accessible housing.
12. Support new ‘pocket’ or ‘wee’ forests throughout the city, work with communities to identify opportunities for tree-planting, support the delivery of the Clyde Climate Forest.
13. Increase the number of designated Local Nature Reserves in the city in collaboration with communities and support the development of a green network of areas managed for biodiversity across the city.
14. Deliver the Local Biodiversity Action Plan, increasing planting of wildflowers and supporting nature restoration and regeneration.
15. Increase biodiversity within parks and council-maintained green and open spaces, supporting wilding where appropriate and identifying opportunities for promoting nature-based activities, and train more staff in biodiversity protection.
16. Ensure planning policy meets the challenge of the climate emergency, and supports nature promotion and biodiversity through interventions such as bee bricks, swift bricks, green roofs and roof gardens, encouraging hedgerows.
17. Embed the principles of the Climate Adaptation Plan via planning policy, such as by limiting the paving-over of gardens and installation of artificial grass.
18. Develop planning policy to address embedded carbon in buildings, and seek ways to improve the viability of reuse and retrofit options, so there is reduced need for demolitions.
19. Deliver sustainable urban drainage and promote nature-based solutions to manage flooding and pollution.
20. Continue work to reduce Vacant and Derelict Land, prioritising brownfield sites for development and ensuring adequate protection for Green Belt and designated Open Space.
21. Support the Glasgow National Park City campaign and support local environmental groups and conservation projects to provide nature-based volunteering opportunities.
22. Develop and review planning policy to deal with development models such as co-living, Build to Rent and purpose-built student accommodations in order to address addresses issues of affordability and access to home ownership with a

view to ensuring standards and supporting the maintenance of balanced communities with a variety of tenures.
23. Refine Tall Buildings planning guidance.
24. Implement heritage training for members of the Planning Committee.
25. Develop planning policy around amenity and play spaces in residential developments.
26. Establish a Built Heritage Commission.
27. Develop an investment strategy to support the council's built heritage.
28. Continue support for Glasgow City Heritage Trust and Glasgow Buildings Preservation Trust.
29. Update our Heritage Assets Plan and identify opportunity to extend conversation areas.
30. Deliver place-based interventions and key local regeneration projects.
31. Develop and deliver a programme for a 'Climate Ready' education estate, improving sustainability throughout our schools and nurseries.
32. Introduce an updated herbicide policy to continue to reduce our reliance on chemical weed killers.
33. Develop a tree nursery so we can nurture the saplings, of local provenance, which we would then plant across the city and supply to the wider Glasgow Conurbation while also providing training and employment opportunities via a social enterprise.
34. Deliver increased tree planting across the city as part of a comprehensive Tree Plan for Glasgow, including measures to support replacement when trees are lost to damage or removal, and responding to Ash Dieback disease, and develop a Forestry and Woodland Strategy for the city.

GRAND CHALLENGE FOUR – Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities

MISSION 1: **Create safe, clean and thriving neighbourhoods**

Commitments

1. Deliver a new City Development Plan with attention to sustainability, inclusivity, accessibility, biodiversity, and climate resilience.
2. Develop, secure funding for and implement local infrastructure changes in line with a Liveable Neighbourhoods approach for every single community by 2030 so that our local streets are safe and pleasant for everyone to walk, wheel, cycle, play and spend time in.
3. Deliver the Resource and Recycling Strategy to support Glasgow's waste management and efforts to become a zero-waste city.
4. Deliver the Food Growing Strategy and increase the number of allotments and community growing spaces across the city.
5. Roll out infrastructure management systems in neighbourhood services to better manage tasks and integrate back-office systems with public customer reporting of service requests.
6. Identify and introduce new infrastructure to improve domestic refuse collection and recycling in high density areas, and review city centre recycling and waste infrastructure in line with anticipated increases in city centre residential population.

7. Deliver a new rolling programme of neighbourhood deep cleans every year to remove weeds and litter, and keep streets in good condition, in addition to our core cleansing services.
8. Invest in frontline waste and recycling workers and in training for our cleansing workforce.
9. Work with communities and frontline workers to design improvements to services via the delivery of Waste Summits.
10. Invest in waste processing facilities to support the uplift and recycling of a wider range of plastics.
11. Improve access to recycling for tenements and flats, working towards parity of waste collection streams across all residential properties; review communal and public recycling points; and work across the Council to address back court waste issues in tenemental properties including Houses in Multiple Occupation (HMO).
12. Deliver household communications and information on waste and recycling, and explore how to provide information in community languages.
13. Encourage shared management of private lanes and back courts, and deliver the Private Lanes Fund to help residents improve them.
14. Deliver the Clean Glasgow programme, aligning services to local need while supporting communities to take action locally and promote behaviour change.
15. Renew and upgrade street lighting across Glasgow including greater use of LED lighting and strive for faster repair of faults.
16. Work to deliver our commitment to sensitive lighting solutions in parks and open spaces, to ensure they are safe and accessible all-year round.
17. Engage with the Scottish Government's national City Centre Recovery Taskforce to identify new policy responses and make the case for investment in city centre recovery.
18. Continue to support work to celebrate the historic heart of the city.
19. Complete the refurbishment of George Square, with public engagement embedded at every stage of the design process, to provide an enhanced "living room" for the city.
20. Progress work around 'stock transfer of place' and explore ways to make successful Stalled Spaces projects permanent as part of the recommendations of the Place Commission.
21. Help communities to acquire and manage land as recreational greenspace, including parks, land managed for nature, community orchards and growing projects.
22. Explore ways to improve the transparency and accessibility of planning decision-making, including investigating options for the use of Planning Hearings for more significant contentious developments.
23. Work in partnership with grassroots cultural venues to ensure planning proposals do not pose a risk to their operation.
24. Increase our focus on digital masterplanning, to ensure that access to digital connectivity is considered and advanced throughout the planning process.
25. Bring forward a plan on how to encourage partner organisations to work with City Building to commission new-build housing in the city and to create new City Building Climate Apprenticeships, making use of the new skills academy, and advancing the decarbonisation agenda through retrofitting.
26. Explore establishing a city-wide single housing register.

27. Deliver around 6,500 new affordable homes for the city meeting the needs of social housing, accessibility and sustainability needs, and the needs of people including larger and multi-generational households.
28. Expand our Empty Homes work including seeking to make greater use of compulsory purchase orders. including supporting the acquisition of tenements by Registered Social Landlords (RSL), improving the performance of factors and enabling whole-block retrofits.
29. Develop an Affordable Housing Policy for the city to require a proportion of affordable housing in new developments, prioritise public land for affordable housing and increase affordable housing in higher land-value areas such as the city centre.
30. Introduce a new licensing scheme for Short Term Lets and declare a planning Short Term Let Control Area to cover the city.
31. Make use of new and existing powers to ensure high quality protections and rights for tenants in the Private Rented Sector.
32. Strengthen enforcement action against landlords who rent out substandard or overcrowded accommodation or refuse to carry out repairs, including via the use of Enhanced Enforcement Areas.
33. Work with the Scottish Government to ensure that their commitment to a national system of rent controls can be practicably and quickly delivered within the city.

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**

Commitments

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.
2. Establish local community panels to support local funding decisions and the development of Local Place Plans.
3. Implement the recommendations of the review of the Glasgow Communities Fund and develop partnership approaches to funding of core and priority services.
4. Overhaul community planning structures and involve equalities groups in them to promote civic participation and engagement.
5. Implement the Open Government Action Plan.
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.
7. Strengthen public transparency and accessibility of council meetings and publish members' voting and training records.
8. Agree that funding decisions do not undermine the ability of equalities and community groups to engage fully in the city's democratic life.

9. Be open and transparent about the appointment of ‘Champions’ across the council, involving our citizens in those processes.
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.
11. Update the council’s equality impact assessments with involvement of key partners with lived experience, where appropriate.
12. Formally adopt the All Party Parliamentary Group (APPG) on British Muslims’ definition of Islamophobia.
13. Work with Disabled Peoples’ Organisations (DPOs) to progress recommendations from social recovery taskforce disability workstream report.
14. Uphold the calls of DPOs to create ongoing healthcare passports for disabled people to ensure human rights and essential access needs are upheld in a crisis, and that vital lessons are learned from the pandemic.
15. Review the Violence Against Women’s Partnership, including sector funding and communications strategy, and support actions to effectively prevent and respond to violence.
16. Extend the Accessible Design Forum to cover more public realm and active travel projects to ensure disabled people’s input at early design stage.
17. Support the LGBTI+ community and organisations in establishing a safe community social space in Glasgow
18. Build on Age Friendly Glasgow work and Appoint an Older People’s Champion to ensure their voices are heard.
19. Embed gender equality into council impact assessments, budgets, data collecting and strategies, including, but not limited to, the new City Development Plan. Ensure approaches are intersectional and incorporate women’s lived experience.
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.
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.
22. Seek local community and marginalised groups input on where Space Safety Audits could be undertaken to identify where spaces could be better lit, redesigned or busier to make them feel safer.
23. Work with the Scottish Government to progress updates to the online planning portal to ensure ease of use for everyone engaging with the planning process.
24. Improve service user experience and accessibility of the Council’s online and digital services and undertake a full re-design of the Council’s website.
25. Continue to provide support for all refugees and asylum seekers fleeing war or persecution and engage with the Government’s sponsorship scheme for those seeking refuge from Ukraine.
26. Advocate for refugee rights.
27. Work with the Scottish Government to become an official Scottish City of Refuge.

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.

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**

Commitments

1. Complete negotiations for equal pay claimants and the implementation of a fair pay system.
2. Strongly encourage the full, effective divestment of the Strathclyde Pension Fund from fossil fuels and the arms trade, whilst creating opportunities to invest more locally and adopting a more strategic approach to investments that support the city's Net Zero goals.
3. Continue to support COVID-19 recovery for our staff and services.
4. Continue to support financial inclusion officers within Glasgow's schools and explores options to expand into early years.
5. Review our budget setting process, ensuring improved citizen engagement and options for Wellbeing budgets.
6. Work to improve the size and scale of consultation ahead of the Council's budget-setting, to allow Glaswegians to establish their priorities at the outset of that process.
7. Create a Joint Charter between Council management and trade unions.
8. 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.
9. Create a Skills Development Officer to support staff career progression.
10. Reduce the number of agency staff the council uses and create a pathway for them to obtain employment opportunities within the council.
11. Work with partners to mitigate the cost-of-living crisis for staff.
12. Explore options to pilot four-day working based on the recently-commissioned feasibility study.
13. Ensure our staff are a key consideration within Community Wealth Building strategies.
14. Explore how to support more flexible hours for health and social care staff.
15. Deliver on a programme of investment and innovation in our Neighbourhood and Regeneration Services.
16. Improve the diversity within our workforce by establishing an Employment Equality Action Plan.
17. Complete our Council Family Review, including CBS, Glasgow Life, Community Learning and Development, and Civic functions, strengthening accountability, taking account of new and emerging issues and continuing to deliver best value.
18. Ensure a Council-wide compassionate response to support those affected by mental health issues.

19. Explore Green Finance mechanisms and options to raise money to fund the Glasgow Green Deal.
20. Work with funders, including the Scottish National Investment Bank (SNIB) and UK Infrastructure Bank, to support mission-led patient capital investment to businesses, projects, and communities, incorporating conditions fair work, tax justice and net zero conditions where possible.
21. Make the case for more local revenue-raising powers, including new environmental levies, and support a progressive replacement for the current system of Council Tax.
22. Empower our staff to explore innovative funding mechanisms, including examining all funding opportunities from the Scottish Government and leveraging in additional resource where possible.