Item 3

11th October 2023

Glasgow City Council

Operational Performance and Delivery Scrutiny Committee

Report by the Chief Executive Department

Contact: Cormac Quinn email: cormac.quinn@glasgow.gov.uk

Strategic Plan Performance: Grand Challenge 2

Missions 1, 2 and 3

Purpose of Report:

To report the performance of the new Council Strategic Plan and the agreed Mission based approach.

Recommendations:

The committee is asked to:

- Consider and note the content of the report
- Consider the Grand Challenges, Missions and Commitments
- Note some emerging commitments highlighting measures to tackle the Cost of Living crisis, and the inclusion of broader Commitments outwith that.

Ward No(s): Citywide: ✓

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

***PLEASE NOTE THE FOLLOWING**:*

Any Ordnance Survey mapping included within this Report is provided by Glasgow City Council under licence from the Ordnance Survey in order to fulfil its public function to make available Council-held public domain information. Persons viewing this mapping should contact Ordnance Survey Copyright for advice where they wish to licence Ordnance Survey mapping/map data for their own use. The OS web site can be found at <http://www.ordnancesurvey.co.uk> "

If accessing this Report via the Internet, please note that any mapping is for illustrative purposes only and is not true to any marked scale

1.0 Background and Context

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 crosscutting 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 Commitments, 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 an agreed 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 on Missions 1, 2 and 3, 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
- Mission 3: Raise attainment amongst Glasgow's children and young people

Committee has previously received updates on this area of the Council Plan at their meeting which took place on the 8 February 2023.

3.0 Strategic Plan: Widening the Lens

3.1 In view of the focus on the new Council Strategic Plan and the Council's response to the motion on the Cost of Living crisis in June 2022; and as agreed by the Operational Performance and Scrutiny Delivery Committee (OPDSC) in November the Strategic Plan has been reported initially through a cost of living lens in order to ensure that any new activity initiated or prioritised as a response to the Cost of Living crisis can be reflected in performance reporting, and considered as part of the annual review agreed by full council.

3.2 The annual review of the Council Strategic Plan is currently underway. This is to ensure that the Plan and its Commitments continue to provide a strategic focus on delivery in light of both recent budgetary considerations and in order to take account of emerging cost of living responses. OPDSC will be notified of any formal changes to the Plan.

3.3 The Plan will now be reported with a wider lens than the Cost of Living focus, reflecting the wider Commitments in the Plan while still keeping track of key Commitments that emerged through that lens.

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 started work to support the Commitments across a number of key areas. As noted, as well as widening the lens on the Plan, this report will continue to provide a focus on Cost of Living related Commitments 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 to the Cost of Living related commitments, this report also provides a comprehensive update on a number of the additional commitment within the Plan, including:

- Implementation and development of the Glasgow Children's Holiday Food and activity programme
- Creation of Community Wealth Building Strategy
- Dedicated support to a number of underserved communities, including Minority Ethnic Community Advisory Support, Women-led Accelerators and dedicated support to the Social Enterprise sector.

Finally, among those highlighted in the report as Emerging Commitments are the need to:

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

5.0 Next Steps

5.1 As noted above the annual review of the Strategic Plan currently underway 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.

GRAND CHALLENGE TWO Increase opportunity and prosperity for all our citizens					
MISSION 1: Support Glasgow residents into sustainable and fair work					
Commitment: Support skills development for a just transition and pathways into the low carbon industries of the future.					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
Just Transition Working Group Report and recommendations	Approved by CAC on 14th September	The Just Transition Working Group report and recommendations were presented to, and approved by, City Administration Committee on 14th September. An implementation plan will now be developed over the coming months to begin delivery of the actions identified. Action Plan developed to be developed in collaboration with various internal and external stakeholders	Implementation plan to be developed and put in place by new year	**CED**	**G**
Commitment: Grow the number of Small and Medium Enterprises and microbusinesses alongside co-operative and social enterprises.					
Action	**Milestones (current)**	**Progress & 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	Procured Framework in place.	Procurement exercise concluded in April 2023 and was approved by Contracts & Property Committee on 16th March 2023.	Continue to promote the support offer through city stakeholders.	**CED**	**G**

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.	A new 'start up grants' offer scoped and included in paper to CAC on 9 February 2023 for approval.	The new, first tier of the start up grants programme was rolled out from April 2023.	The second and third levels of the tiered business support programme have gone through a review process using the Harvard/Bloomberg model, and are due to launch in October 2023	**CED**	**G**
Commitment: Support Small and Medium Enterprises to undertake the transition to Net Zero and develop business models for the Post-Carbon economy.					
Action	**Milestones (current)**	**Progress & 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**
Continue Step-Up to Net Zero programme to support SMEs	Committee approval for Phase 2 by Autumn 2023 Programme commenced by November 2023	City Administration Committee approved Phase 2 of the programme on 14th September 2023. Implementation plan currently being developed in partnership with Glasgow Chamber of Commerce, who are the delivery partner for this programme.	Marketing of programme to SMEs, both Chamber and non-Chamber members. Marketing of opportunity for placements. Recruitment of business and participants.	**CED**	**G**

Commitment: Engage with partners to improve access to employment for people with disabilities in Glasgow.					
Action	**Milestones (current)**	**Progress & 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.	Project to complete in October 2023.	Partnership is up and running, funded by GCC. The partnership has engaged with a range of employers of varying sizes and across different sectors. Intensive training and capacity building support has been provided to 10 employers. GCC has engaged with the partnership as an employer, and are in the process of finalising a Disability Action Plan.	New employability contract to be awarded in March 2023 for individuals with a health condition or disability. New NOLB p3 tenders are being developed with support of partnership, with disability employment gap a cross cutting theme.	**CED**	**G**
Commitment: 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.					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
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.	Establish service agreements with selected providers of acceleration and incubation to underpin regional cluster strengths and support growth of emerging tech startups in defined categories.	Direct award to the Smart Things Accelerator Centre (STAC) - the first accelerator/incubator in the UK dedicated to "Internet of Things" (IoT) and smart technologies – was approved at the CAC meeting of 14 September 2024. With an established track record in this field, STAC now support 36 focused IoT start-ups with the potential to grow to 100 companies by the end of 2025.	Complete services agreement with STAC linked to UKSPF outputs and outcomes including phasing of payments based on agreed milestones. Progress initial discussions with CENSIS and Anchored In regarding a programme to accelerate market uptake	**CED**	**G**

		This award will secure a long-term strategic partnership with Glasgow City Council and help position the city as a leading tech hub and centre of excellence for IoT.	of quantum technology with Glasgow at the heart of the ecosystem through increased connectivity and alignment between market pull and technological research. Progress initial discussions with Codebase around expansion of Techscaler & NHS Innovation Hub concept in the Central Belt to accelerate innovation in Medtech through support of a cohort community, education-based accelerator and investment vehicle programme.		
Commitment: Focus dedicated support to increase the number of Black, Asian and Minority Ethnic-led businesses, and women-led businesses in the city.					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
Dedicated Minority Ethnic Community Advisor Support	Ongoing	Glasgow is the only local authority in Scotland to have a dedicated Minority Ethnic community business adviser. For financial year 22-23, of the Start Ups recorded by Glasgow Business Advisers, 19% self-defined as being from a Minority Ethnic community, and 45% were women.	Continue to provide this service. Building on progress made with the Harvard Bloomberg Innovation Track, explore how we might better locate all of our advisory services across the city, to support	**CED**	**G**

			traditionally harder to reach communities.		
Dedicated Social Enterprise Sector Support.	Feb-Sep 2023 – redesign of the Social Enterprise Board (SEB) undertaken. August 2023 - SEB dissolved.	Social enterprises have been shown to be predominantly led by women and/or minority ethnical communities, as well as having a profound social impact on these impacted groups. GCC ED has recently agreed to fund a post at GSEN, which substantially increases the capacity of the group to engage with and grow the sector. The SEB redesign proved to be a fruitful activity; it highlighted that the status quo had to change, and provided examples of how this might be done.	Social Enterprise Strategy Refresh – early 2024. Development of MOU between GCC and Glasgow Social Enterprise Network. Thematic Groups will continue to meet – officers from across GCC departments and external partners will meet regularly to explore opportunities for the development of social enterprises.	**CED**	**G**
Women-led Accelerator programme: Glasgow Business Growth Framework Phase II	Oct-Dec ’22.	15 businesses participated in the programme which was delivered over a 12 week period, with a mixture of workshops, one to one sessions and Peer Learning. Participants were from a range of different businesses and sectors. Topics covered included Leadership; Achieving Business Excellence and Sales and Marketing, all participating businesses left the programme with a comprehensive action plan detailing their next steps.	As part of the Innovation Track work, officers are now developing a programme of work which will have a specific focus on improving levels of entrepreneurship among women.	**CED**	**G**
Innovation Track	Formation of Core Team: Dec ’22,	A team comprising Council officers and external partners participated in this programme, which utilises HB’s “Pathway to Innovation” process to	Implementation Plan to be delivered	**CED**	**G**

	Innovation Track completed June ’23, Implementation Plan underway and ongoing.	look at specific city challenges. Glasgow’s programme focused on increasing levels of entrepreneurship among under-represented groups, including women and minority ethnic communities.	Additional, post-programme support has been offered by HB and will be rolled out across GCC and partners.		
Emerging Commitment: By 2024, have in place a holistic, all age employability pipeline based on individual need.					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
Commissioning of employability programmes to replace ESF contracts.	Tenders published November 2023. Delivery will commence April 2024.	Tenders currently being prepared for publication November 2023. Recommendations will go to Contracts and Property Committee in March 2024 for award thereafter.	Procurement and award of 4 contracts for specialist key worker services focusing on: • Individuals with disabilities and health conditions • Individuals with addictions, community justice issues or experiencing homelessness • Parents • ethnic minority communities	CED	G
Commissioning of specialist and intensive local employability support to replace the national Fair Start Scotland provision.	Delivery will commence April 2024.	Scope of requirements prepared. Delivery options assessed.	Allocation of Local Employability Partnership funding for in-house delivery via Teckal.	CED	G

Full redesign of all-age city-wide employability provision in line with the principles of the No One Left Behind strategy, using the Scottish Approach to Service Design.	Launch event for revised employability programme – June 2024.	Working with the Centre for Civic Innovation to determine the needs, gaps in provision, and to develop the pipeline.	Full delivery of pipeline to commence April 2024	CED	G

MISSION 2: Support the growth of an innovative, resilient and net zero carbon economy					
Commitment: 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.					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
Creation of Community Wealth Building Strategy	Strategy to be drafted and presented to Committee before Summer recess 2024.	A paper has been prepared for presentation to CMT to provide an update on plans for the development of the strategy and will include how we will identify the those required to contribute to the strategy.	A core team will be put in place who will identify the cross-council participation required to develop the strategy. Identified participants will be contacted and a meeting held to discuss the required structure of the strategy and associated responsibilities.	**CED**	**G**
MISSION 3: **Raise attainment amongst Glasgow's children and young people**					
Commitment: 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.					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
Under the leadership of the Local Employability Partnership (LEP), support the development of skills action plans that focus on green and digital transitions. Considering in particular:	Just Transition Skills Action Plan to go to CAC November 2023. GCR Innovation Action Plan to be launched November 2023.	Just Transition Working Group report and recommendations were endorsed at the CAC meeting of 14 September 2024. This has strong focus on future skills development. Just Transition Skills Action Plan and GCR Innovation Action Plan developed.	Participation in the OECD Futureproofing Local Skills Ecosystems global cities network. Delivery of Skills and Innovation Action Plans.	**CED**	**G**

• Risks to employment • Emerging opportunities • Skills gaps and mismatches • National and international benchmarking.		Work ongoing via the LEP to engage with FE and HE, and employers of different sizes, scales and sectors.			
Commitment: Support Holiday Food and Activity Programme					
Action	**Milestones (current)**	**Progress & Performance**	**Planned Activity**	**Lead Service**	**RAG**
Implementation and development of the Glasgow Children's Holiday Food and Activity Programme	The 2023/24 programme was approved by CAC in two iterations: ▪ on 1 June the CAC approved the Summer 23 programme and noted the Summer 22 monitoring report. ▪ on 17 August the CAC approved the October 23/Spring 24 programmes and noted the October 22 monitoring report.	Officers from the Grants team visited 26 organisations (50% of providers) over Summer 23 holiday period. Awards for the October 23 and Spring 24 programmes were made to existing holiday providers subject to the submission of satisfactory (a) programme delivery proposals and (b) summer monitoring reports. Both returns were submitted by providers on 4 September and are being reviewed ahead of payments being made for October. The working group comprising of officers from the Council's Grants, Early Years and Child Poverty teams and GCVS re-grouped on 28 August to work on a partnership approach to developing future	The working group is next meeting on 20 September, to take forward two parallel work-streams: one looking at how we can engage with the sector (GCC funded and not funded + No Wrong Door partners) on identifying improvements that can be built into programmes from Summer 24. (An engagement workshop with the sector is being planned for November 23); and the second looking at how the programme could develop and be co-designed with the sector	CED	G

		programmes of activity from Summer 24 (subject to budget availability).	as part of the school age childcare strategy and also align with wider initiatives such as the Child Poverty Pathfinder and the City Food Plan.		

2 Policy and Resource Implications

Resource Implications:

Financial:	None
Legal:	None
Personnel:	None
Procurement:	None

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2021-25? Please specify.	Not applicable as this is a performance report
What are the potential equality impacts as a result of this report?	No significant impact
Please highlight if the policy/proposal will help address socio-economic disadvantage.	Not applicable as this is a performance report

Climate Impacts:

Does the proposal support any Climate Plan actions? Please specify:	Not applicable as this is a performance report
What are the potential climate impacts as a result of this proposal?	Not applicable as this is a performance report
Will the proposal contribute to Glasgow's net zero carbon target?	Not applicable as this is a performance report

Privacy and Data Protection Impacts:	No impact

3.0 Recommendations

Committee is asked to

- Consider and note the content of the report
- Consider the Grand Challenges, Missions and Commitments
- Note the emerging commitments highlighted within the Cost of Living lens, and the inclusion of broader Commitments outwith that lens