



Glasgow City Council

**Wellbeing, Equalities, Communities,
Culture and Engagement City Policy Committee**

Report by Chief Executive Department

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Item 1

28th May 2026

**ANNUAL BUSINESS PLAN (ABP)
2026/27 FOR CHIEF EXECUTIVE DEPARTMENT**

Purpose of Report:

The report presents the 2026/27 Annual Business Plan (ABP) for the Chief Executive Department.

It provides an overview of priorities for this period and the resources available to deliver them.

Recommendations:

The committee is asked to consider and note the Chief Executive Departments Annual Business Plan 2026/27.

Ward No(s):

Citywide: ✓

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



Chief Executive Department

Annual Business Plan

2026 to 2027

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Section 1: Resources and Organisation

Overview

The Chief Executive Department provides professional expertise and support to elected members and the Council Family Group to deliver on the Council's Grand Challenges, Missions and Commitments.

We do this by providing a single service dedicated to supporting members in their strategic planning, decision making and scrutiny roles, and supporting the Council Family Group in leading and delivering on these priorities and related programmes. We provide support, expertise and advice on policy, law, programme management, communication, human resources, organisational development, health and safety, governance, procurement, Information and Communication Technology (ICT) and digital services, and consultation and engagement for key programmes and initiatives across the Council Family Group.

We deal with services aimed at empowering communities to participate in service design and delivery, and local decision making and we lead Glasgow's Community Planning Partnership with its single focus on reducing child and family poverty. We are responsible for driving forward the city's economic strategy, offering support and guidance to businesses, supporting the City's transition to a net zero through the Glasgow Green Deal programme, supporting the Digital Economy and employability provisions.

The Chief Executive's Department is also home to the Glasgow City Region Programme Management Office which deals with Regional Strategic Economic Planning, the Glasgow City Region City Deal and the Regional Intelligence Hub.

We also drive Public Service Reform (PSR) to address poverty in the city and achieve financial sustainability. This work has recently transitioned from a Child Poverty Pathfinder to a wider Programme of reform and is the catalyst for transformation work being led by the Chief Executive and the newly formed Corporate Leadership Team (formerly the CMT).

The department also manages the Council's contracts for ICT and digital services across multiple Managed Service Providers (MSPs).

We deliver this by:

- providing expert advice, direction and governance on the Council's Grand Challenges and programmes;
- shaping and driving the Council's approach to PSR and lead on a number of Council and city partner wide reform initiatives;
- ensuring we make the best use of our people, through a coordinated approach to human resources, organisational development, health and safety and workforce issues; and
- providing effective communication and engagement with staff, stakeholders, businesses, local communities and the public.

We also manage the smooth running of the Council and its decision-making arrangements by providing professional services and advice to individual Services and Arm's Length External Organisations (ALEOs) to enable them to provide efficient and effective frontline services.

Key objectives include:

- Supporting the Council and its Service departments/ALEOs in achieving its Grand Challenges while monitoring and directing the overall management of the Council and its resources.
- Consulting with and representing stakeholders in respect of major initiatives that may impact on the City and on Council services.
- Developing corporate policies and standards and ensuring that legislative requirements are met and that Council interests are safeguarded.
- Supporting service departments to operate within Council Policies and Procedures, National Agreements, Statutory Requirements, and other regulatory frameworks.
- Promoting and facilitating good practice and coordinating joint activities between service departments.
- Driving PSR activities across the council family.
- Communicating the Council's policies and services to the public, employees, stakeholders and the media.
- Developing and supporting Council employees at corporate and departmental level.
- Implementing and monitoring issues relating to Equality, Anti-racism and Disability.
- Facilitating the Council's democratic decision-making process and administering Parliamentary and Local Government elections.
- Empowering communities to participate in service design and delivery, and local decision making through the Glasgow Community Planning Partnership.
- Supporting and developing the city's economy.
- Facilitating the development and delivery of digital services and digital transformation and driving data-based decision making across the Council Family.

Service Areas

The main service and operational areas within the department are (in alphabetical order):

- A. Communities Team**
- B. Policy and Corporate Governance**
- C. Digital Services**
- D. Economic Development**
- E. Financial Inclusion and Transformation Team**
- F. Glasgow City Region Programme Management Office**
- G. Health & Safety/Resilience**
- H. Human Resources (HR), Organisational Development (OD), Job Evaluation,**
- I. Legal and Administration Services**
- J. Strategic Partnership and Communication**

Further details on each of these service areas are given below.

A. Communities Team

The Communities Team sits within the Chief Executive's Department, and within the City and Communities Policy and Corporate Governance section. It comprises a range of services empowering communities to participate equally in service design and delivery, and local decision making, removing barriers to create opportunities for communities to have a voice and to influence change.

1. Supporting Community Planning

The Communities Team supports the [Glasgow Community Planning Partnership](#) at a citywide and local level, with the overall aim of reducing poverty and inequality in our communities.

The [Glasgow Community Plan](#) is the strategic document to guide Community Planning activity and meets the responsibilities of the Community Empowerment (Scotland) Act 2015. Agreed in February 2024 the Glasgow Community Plan draws a collaborative commitment to address Family Poverty.

At a local level this includes supporting 23 ward-based Area Partnerships, and a place-based approach in specific neighbourhoods. Community Support Officers work with Area Partnerships to prepare Plans and engage local views on how the focus on the commitment to address Family Poverty evolves locally. Area Partnership Grants are administered and awarded in line with local priorities.

A key resource for Area Partnerships is the [Area Partnership Dashboards](#).

2. Supporting Community Justice

The Communities Team supports [Community Justice Glasgow](#) with the aim of reducing reoffending and the use of custody to the benefit of all Glasgow citizens, led by Community Justice Glasgow (CJG) and embedded in wider Community Planning arrangements.

The [Community Justice Outcomes Improvement Plan](#) is the strategic document to guide Community Justice activity, and meets the responsibilities of the [Community Justice \(Scotland\) Act 2016](#). The Team works closely with statutory and other partners including a range of Third Sector services.

A particular approach within Community Justice is the [One Glasgow](#) approach, working with people aged 12 - 25 involved in anti-social behaviour or are in or around the criminal justice system. This includes people moving on from prison and secure settings.

The Safe Glasgow Partnership, part of Community Justice, is the partnership approach to scrutiny of Police and Fire & Rescue Services. A statutory responsibility of local authorities, local plans are approved by Glasgow City Council to meet the responsibilities of the Police and Fire Reform (Scotland) Act 2012.

3. Supporting Community Councils

The Communities Team supports Community Councils, both in terms of the local authority's statutory responsibility, as well as to ensure Community Councils are empowered to serve as a representative voice of their communities.

Each Community Council has a named Community Support Officer, as well as being supported from the wider team for development needs.

B. Policy and Corporate Governance

The Policy and Corporate Governance function leads on the strategic policy, planning and governance activities of the Chief Executive Department. The role of the function is to lead and coordinate the delivery of the Grand Missions of the council, corporate strategies, initiatives and programmes that deliver on its Commitments.

In doing this the function is responsible for ensuring the delivery of best value and our local code of governance.

Key activities include:

- leading the development of a council Strategic Plan to implement the council's Grand Challenges, supported by a governance and performance framework that ensures clear accountability, tracks delivery, manages dependencies and informs the work of policy and scrutiny committees
- leading and contributing to a range of policies, programmes and initiatives that deliver the council's ambitions and commitments, including public service reform
- designing and implementing a governance framework to support the implementation of the council Strategic Plan, including a performance management framework and annual business planning for services and ALEOs
- ensuring that strategy development and its delivery is informed by risk management to support better decision making and future strategic planning
- leading and advising on significant engagement and consultation in the city on corporate issues, such as the budget and climate action, or issues emerging from the [council Strategic Plan](#)
- driving and supporting the council's approach to [Open Government](#)
- leading the development, engagement and co-ordination of delivery of the council's equality outcomes, ensuring equality is embedded in governance arrangements
- Nurturing and maintaining strong working relationships with local and national partner organisations, such as [COSLA](#), the [Scottish Government](#) and city partners, to anticipate issues and develop and deliver shared objectives.

C. Digital Services

Formerly known as the Strategic Information, Innovation and Technology team (SIIT), Digital Services was launched in April 2025 to manage the implementation of a new delivery model for digital and ICT services across the Council Family.

From 1 April 2018 to 31 March 2025, ICT and transformation services were delivered through a contract with CGI.

In September 2023, the City Administration Committee approved the Council's Road to Multi-Source Strategy (R2MS). R2MS is a highly complex, long-term programme that is transforming the Council's delivery model for digital and ICT services.

The key features of R2MS are: (1) the disaggregation of ICT and digital services into five service towers; (2) the phased procurement of each tower, and (3) the creation and continued development of an in-house Service Integration and Management (SIAM) function within Digital Services to co-ordinate, performance manage and govern these contracts and Managed Service Providers (MSPs).

R2MS is allowing the Council to have greater control and flexibility over how it delivers and uses digital, data and technology to continue enabling every part of the Council Family and it is already delivering significant improvements across our infrastructure and user experience.

R2MS is now in delivery with the first two significant elements having been negotiated and agreed in 2024 and commencing on 1 April 2025. These are:

- The agreement of a contract extension with CGI, and
- The procurement of a new supplier for Network Services (Commsworld).

In September 2024, the Contracts and Property Committee approved award of contract for the next service tower – Compute and Storage – to DavaVita, who will become the Council's third Managed Service Provider (MSP). A transition and exit programme is underway, with service commencement planned for 2026.

In 2026/27, Digital Services will continue to progress the phased re-procurement plan for the remaining service towers and continue to develop and mature the SIAM function.

Digital Services' is structured across four broad divisions:

- Digital Strategy and Change
- Business Relationships
- Operations and Cybersecurity
- Digital Services Management Office.

Overall, Digital Services is responsible for:

- the provision of strategic IT direction for the Council Family;
- managing multiple digital and ICT services contracts and service delivery across multiple Managed Service Providers (MSPs);
- co-ordinating digital change and transformation and business change activities across the Council Family;
- working with MSPs to deliver core ICT services and best value ICT solutions;
- ensuring the Council exploits the use of digital technologies and innovation, and
- driving use of data and data-led decisions.

The broad remit of each division is as follows:

Digital Strategy and Change	Business Relationships	Operations and Cyber Security	Digital Services Management Office
<ul style="list-style-type: none"> • Digital Glasgow Strategy • Enterprise architecture and analysis • Business architecture • Portfolio change management • Transformation 	<ul style="list-style-type: none"> • Business partnerships • Business engagement • Data and business intelligence • Information management • Product management 	<ul style="list-style-type: none"> • Service management, incl. incident, problem, requests and change • Service integration and management (SIAM), incl. supplier transition and exit management • Cyber security 	<ul style="list-style-type: none"> • Corporate Business Continuity • PMO • Commercial and finance • Supplier and contract management • Business support • Governance and compliance

Digital Services develops and manages the [Digital Glasgow Strategy](#). Refreshed and launched in April 2024, this sets out the core values for digitisation in the city and the missions, goals and key actions that will provide a focus relating to the role of digital in Glasgow’s communities, economy, and public services, as well as promoting and supporting essential digital leadership. Aligned to the Council’s Strategic Plan, these missions are to provide:

- a fair and empowered digital society;
- an inclusive growth digital economy, and
- sustainable and innovative digital public services.

A resilient, flexible, and secure **technology** infrastructure provides an essential foundation for service delivery, **digital transformation**, business change, innovation and business intelligence across the Council Family. Networks, connectivity, applications and end user devices are relied upon by thousands of Council staff every day for the delivery of services and the SIIT team is responsible for managing managed service providers’ delivery of this infrastructure.

Everything the Council does is underpinned by the use of data, from interactions with citizens, to how services are forecast and planned, data is key. **Business Intelligence** connects data, people and solutions to that can allow resources to be focused to achieve better outcomes across the city. The aim is to improve use of data and deliver capability that allows the Council Family, citizens and third parties to make informed decisions and target interventions and design of public services.

The **Information Management** team is responsible for management of the Council Family’s information governance framework and information architecture and provides a support service for information managers and their local teams. The team ensures robust information governance and looks at ways for the Council to improve its information management services.

Business Partnerships includes the Business Partner (BP) network. Each part of the Council Family has a BP who provides an essential strategic link between Services/ ALEOs and Digital Services, into Managed Service Providers, with a key role in understanding the role digital technologies play in the strategic direction and delivery of services. This informs strategic planning and prioritisation of digital, data, technology and transformation programmes and projects, all of which are overseen,

governed and supported in delivery by a **Project Management Office** and team of Project Managers.

This strategic planning and business and digital change is enabled by the **Business Architecture and Analysis** capability within Digital Services that works across the Council Family to understand and support specification of business need that can then be used to inform and scope projects and deliverables.

The focus of **Service Management** is the monitoring and management of managed service providers' performance to ensure accountability, in line with contractual obligations. The Team also leads the Council Family's role in incident and change management.

Digital Services is responsible for corporate **Business Continuity**, developing and supporting implementation of the Corporate Business Continuity Management Policy and Framework. This is required under the Civil Contingencies Act 2004 to ensure continued resilience of critical operations and functions through proactive arrangements to prevent, detect, mitigate, manage and respond to disruptive events or incidents. This is to enable Services to continue, as far as possible, with business as usual in the event of such an incident.

All of these functions are supported by an extended network of officers and expertise, including commercial, legal and financial.

D. Economic Development

The work of the Economic Development division focuses on addressing the city's three grand challenges:

- Enhancing Productivity
- Creating an Inclusive Economy
- The Climate Emergency

Glasgow City Council's Economic Development team is responsible for delivering the city's [Economic Strategy](#), which defines the actions we are taking to deliver an inclusive, sustainable and more productive economy for our city.

The division has a wide-ranging remit with teams working in collaboration with city partners to deliver our goals.

More information about the activity and achievements of the Division can be found in the Annual Report: [Economic Development Annual Report 2024-25](#).

1. Business Growth

Business Glasgow offers support to entrepreneurs, SMEs and social enterprises across the city.

The team's objective is to help new businesses start trading, support existing businesses to grow, and to provide ongoing guidance to organisations with alternative ownership models. This is achieved principally through a dedicated advisory service, bolstered by a range of support and funding programmes.

SMEs are the lifeblood of the Glasgow economy, and the Business Glasgow team makes supporting them their number one priority.

2. Digital Economy

The purpose of the Digital Economy function is to maximise the benefits of leveraging digital technology to support a sustainable and growing economy as identified in both the [Glasgow Digital Strategy](#) and the [Scottish Technology Ecosystem Review](#) by:

- Improving the availability, capacity, and quality of digital connectivity
- Developing the pipeline of digital skills, providing opportunities for all
- Identifying opportunities and designing interventions to promote, build and enable the rapidly growing regional tech ecosystem.

Glasgow's digital economy, digital skills, and digital infrastructure are all recognised as key enablers for addressing the grand challenges outlined in Glasgow's Strategic Plan.

3. Employability

Glasgow Futures is the city's all-age, holistic employability programme. In 2024/25 it supported over 5,000 people using over £18m of investment blending funding from a variety of sources which includes Scottish Government No One Left Behind funding, the UK Shared Prosperity Fund, and core Council investment.

It targets those furthest from the labour market and addresses in-work poverty by helping individuals in low-paid or insecure jobs to progress. The programme is governed by the Local Employability Partnership (LEP), chaired by Glasgow City Council and comprises public, private, and third-sector partners.

The Employability team, in collaboration with the Grants and Monitoring team, supports the design, commissioning, management and reporting of the Glasgow Futures programme. The team is responsible for delivering on agendas that have been set by the LEP in the context of the Glasgow Economic Strategy and national No One Left Behind policy.

Other areas of focus include ensuring that the city is equipped with the skills pathways that address the current and future needs of industry in the context of the just transition.

4. Green Economy, Innovation and International

The Green Economy, Innovation and International team oversees these three key areas of our economic agenda:

Green Economy: Economic Development works closely with partners and businesses to support the transition to and growth of a green economy. It looks to ensure that an inclusive and sustainable economy contributes to the city's Climate Plan and the delivery of its net zero carbon emissions target by 2030.

Innovation: Glasgow is committed to becoming one of the most innovative places in the UK by 2030. Colleagues in Economic Development work with a range of key partners from the academic and business communities to support the growth and development of the innovation ecosystem in the city.

International: Economic Development continues to lead on international links and global urban partnerships for the Council. It is ensuring a coordinated and strategic approach to our engagement through the International Strategy. This looks to deepen and enhance our city diplomacy to create prosperity in communities across the city.

5. Invest Glasgow

Invest Glasgow is the city's inward investment team whose goal it is to attract new foreign direct investment (FDI) as well as capital investment to Glasgow to support the city economy. They act as a single point of contact to inward investors and provide a range of support including property searches to help investors find a home in the city, market intelligence via the website and most recently, new soft landing space incentive for newly arrived inward investors.

The team is dedicated to encouraging and assisting all types of inward investment especially in key sectors, while promoting the Glasgow metropolitan area as one of the most investor and business-friendly locations in both the UK and Europe.

6. Climate Investment

In 2023, the function of Climate Investment was added to the division, recognising the importance of attracting investment to deliver on the city's ambitions on net-carbon zero. The area is responsible for leading on developing the conditions that will allow the private sector work alongside the Council and develop the business cases and secure the investment required for major green infrastructure projects.

Specifically, Climate Investment will focus on developing Glasgow's Model for Climate Investment. Implementing a Climate Investment Vehicle and Delivery Vehicle to unlock private sector finance as well as skills, capability, and capacity from the private sector.

7. Grants and Monitoring

The Grants and Monitoring Team is responsible for three workstreams:

- Delivering the end-to-end process of the Glasgow Communities Fund (GCF) which provides direct grant support to third sector organisations in support of the Council's strategic priority of 'reducing poverty and inequality in our communities;

- Delivering the end-to-end process of Glasgow's Holiday Programme which supports third sector organisations to provide programmes of activity and food to Glasgow's young people during the school holidays; and
- Managing the recording and reporting of participant data for the Glasgow Futures Employability Programme.

Further Information on the Glasgow Communities Fund can be found here:

[Glasgow Communities Fund](#)

Further information on Glasgow's Holiday Programme can be found here:

[Glasgow's Holiday Programme](#)

8. Glasgow Film Office

Glasgow Film Office is the city's dedicated film commission service, promoting Glasgow as a dynamic and versatile location for film and TV production.

The team works closely with incoming productions to support community engagement, assist with location scouting and permissions, and help navigate the logistics of filming in the city. They also track the economic impact of production activity, highlighting the value it brings to Glasgow's local economy.

9. Strategic Projects

The purpose of the Strategic Project team is to:

- Work across Economic Development to support the delivery of strategic goals.
- Develop and deliver projects that don't naturally sit with other Economic Development teams
- Collaborate with other Council services on cross-cutting projects
- Identify and implement new and innovative ways of working and promote qualitative and quantitative data-driven decision making.

10. UK Government Funding

Economic Development have managed the UK Government's Shared Prosperity Fund (UKSPF) since 2022, supporting the Glasgow programme of activities aimed at delivering key economic priorities across the city, supporting local and regional developments to facilitate economic growth.

From March 2026 UKSPF will be replaced by the Local Growth Fund (LGF) with a reduced budget and smaller number of revenue projects. The capital element of LGF will be overseen at a Glasgow City Region level.

Economic Development will continue to be responsible for supporting project leads with the development of projects, eligibility queries and meeting the reporting requirements for UK Government.

11. Marketing and Communications

The Marketing and Communications team is responsible for working across Economic Development to promote all services and programmes offered by the division, as well as supporting cross-service and city marketing initiatives.

This includes providing support across a number of local, national and international events, managing the division's websites and content creation across several newsletters and social media channels.

E. Financial Inclusion and Transformation Team

The ambition of the Financial Inclusion and Transformation Team (FITT) is to '**eradicate poverty and facilitate public service reform**'. Guided by the [Christie Principles](#), our team works to mitigate against poverty in the short term, whilst shaping and implementing change processes that fundamentally reframe ways of working for the future.

The FITT delivers this agenda by progressing work across three functions: strategy, development, and test of change. This approach facilitates the identification of innovation through an intentional and thoughtful consideration of the challenges and opportunities to drive forward public service reform. Using this understanding of the scope for transformation, the team shapes potential new ways of working or shifts in focus and approach. These are then tested, with learning and insight collated and continual iteration undertaken to refine and perfect our approach and to inform and facilitate systemic change.

The key focus for the Financial Inclusion & Transformation Team in 2025/6 is to explore further the potential to secure public service reform by tackling child poverty and ultimately delivering 'Getting it Right for Every Child'. We will do this by;

1. Delivering Glasgow's Child Poverty Programme

Along with city partners, the FITT operates within a multi-disciplinary team established to identify and address the systemic barriers to public service reform. This work will deliver sustained and impactful improvements to the levels of child poverty through significant change work. The Programme is led by Glasgow City Council and Scottish Government and occupies an integral position within the national Child Poverty Strategy.

The Child Poverty Programme will concentrate its focus on:

- **Shared governance, priorities and accountability** for child poverty in the city is fundamental to securing improved outcomes for our families. The FITT will continue to facilitate the re-imagining of these through Glasgow's Community Planning Partnership (GCPP), its Community Plan and the associated performance framework. This places family poverty, and more specifically early intervention and prevention, at the heart of our shared city agenda and will drive public service reform through partnership. We will continue to strengthen the

relationship with colleagues across the Council Family to share learning around transformational change, identify scope for collaboration and ensure the effective use of resources to deliver GIRFEC, The Promise, our Family Support Strategy and our Integrated Children's Services Plan.

- **Fragmentation** of service provision results in duplication of effort, inefficient use of resources and inconsistent practice. The creation of a 'No Wrong Door' model for Glasgow will streamline access to consistent person centred, holistic support and is aligned with the relaunch of the 'Getting it Right for Every Child' policy. NWD ensures that no matter where somebody first interacts with 'the system', they receive 'the right support, in the right place, at the right time'.

The Programme will continue to co-produce Glasgow's NWD model with services and organisations from the third, public and Registered Social Landlord sectors. To date, over 200 services have pledged their commitment to shaping this approach.

- **Data, specifically how we gather, interpret, share and use** this to best effect. The development of the Child Poverty Dashboard has demonstrated the huge value of access to accurate and detailed data to inform our work to tackle child poverty. Whilst it has underpinned our targeted activity, there is much still to do if we are to harness the full potential of this resource. Improved data sharing, to inform our understanding but also to facilitate intentional and proactive provision will further strengthen the impact of our work.
- **Maximising the impact of our collective funding** by remodelling allocation approaches, tackling the restrictive nature of awards to the city and securing flexibility for our resources. Substantial progress has been made with national colleagues to reframe the funding relationship between Scottish Government and the local authority. Across 2025/26 we will continue to explore the opportunities that this affords to consider the collective use and impact of funding allocated to Glasgow, linked to our shared governance, priorities and accountability structures. We will capture learning and expand the scope of this work across a wider range of funding streams. During 2025/26 we will consider the scope to broaden this approach to additional funding available in the city and share our experience to shape a national conversation on funding flexibility, transforming the use and impact of public finances for the long term.

2. Undertaking a Financial Inclusion Review

During the course of 2024, representatives of Glasgow's Advice & Information Network have joined the multi-disciplinary team. Working in partnership, good progress has been made to develop a revised model for both service delivery and funding of financial inclusion services in Glasgow. The new model, which is expected to go live in 2025, sets out clear ambitions for an early intervention/prevention approach to financial inclusion service delivery whilst providing a more streamlined funding model aligned to the wider principals of the Child Poverty Programme.

3. Refining the practical delivery of No Wrong Door

We will continue to evolve our person centred, holistic support service delivery model of 'No Wrong Door'. Currently operated as part of the FITT, the 'No Wrong Door Test of Change' services (Glasgow Helps, Improving the Cancer Journey and Long Term Conditions teams) provides the scope to test prevention and early intervention approaches, strengthen operational joins across the city infrastructure, and explore opportunities to shape a consistent city approach to strengths based, trauma informed family support. We will continue to shape this work, including consideration of a permanent host for this operational offer across the wider Council Family.

The ambition and activities driven forward by the Financial Inclusion and Transformation team provides a pivotal contribution to deliver the Council's Strategic Plan's Grand Challenge to 'reduce poverty and inequality in our communities'.

F. Glasgow City Region Programme Management Office

The Glasgow City Region Programme Management Office (PMO), manages a series of strategies and programmes on behalf of the eight Clyde Valley member authorities (East Dunbartonshire, East Renfrewshire, Glasgow, Inverclyde, North Lanarkshire, Renfrewshire, South Lanarkshire and West Dunbartonshire) to support and protect the region's economy. Key among these programmes and initiatives are:

1. Regional Strategic Economic Planning

The PMO launched the [Regional Economic Strategy](#) in December 2021 demonstrating the Region's drive to have the most Innovative, Inclusive and Resilient economy in the UK by 2030. The strategy was developed with the eight member authorities and other government partners and agencies, with the drive to net zero as the backdrop to making the Region more prosperous for all.

The team also developed the Regional Economic Strategy Action Plan which was agreed in August 2022. The Plan sets out 14 key programmes and their high-level actions, including the ongoing delivery of the City Deal, which will support the Region's key economic challenges and ambitions.

2. Glasgow City Region City Deal

The eight neighbouring local authorities in the Region are delivering a programme of 22 projects. The projects are improving transport connectivity, driving business innovation and growth and leveraging billions of pounds of private sector investment.

The Programme Management Office, based in Glasgow as the Lead Authority, administers and manages the Programme of 22 projects. It liaises with the UK and Scottish Governments and other stakeholders and services Glasgow City Region City Deal Governance bodies. More information is available on the [City Deal website](#).

3. Regional Intelligence Hub

The Glasgow City Region Intelligence Hub provides a range of economic intelligence related services, including data analysis, policy research, economic modelling, and project evaluation for the City Region and the City Deal. The work covers a broad range of economic issues, amongst which are demographics, land use, sustainability, inward investment, tourism, transport, enterprise, skills, employment and housing. One of key functions of the Hub is to make the case for investment. Recent work includes using new techniques and datasets to identify the Region's economic clusters specialisms. This is underpinning work on the development of the new Glasgow City Region Innovation Action Plan and Investment Zone.

G. Corporate Health & Safety/Resilience

Corporate Health and Safety create policy and procedures to ensure that the council complies with all relevant Health and Safety Legislation, and provides the councils strategic direction for Health and Safety through the creation of the Health and Safety Strategy.

Service Health and Safety Teams take strategic direction from the Corporate Health and Safety Team. They ensure robust governance arrangements are in place for Key Council Risks including Asbestos, Fire, Legionella and Violence.

Additionally they have responsibility for providing operational expert advice, guidance and support for Chief Executives Department including the completion of Fire Safety Risk Assessments, audits, inspections, training and investigations.

Corporate Resilience ensures the Council is prepared for, able to respond to, and recover from Major Incidents and emergencies in the city.

They are responsible for the provision of resilience advice and guidance to support the Council to meet its duties set out within the Civil Contingencies Act 2004, and the creation of a robust resilience governance model across all council services.

They represent the council on the Local Resilience Partnership, where they work with partner agencies to develop, maintain and test and exercise Civil Contingency plans, and keep abreast of challenges which may impact the council.

H. Human Resources (HR), Organisational Development (OD), Job Evaluation

The Glasgow Family Human Resources (HR) community including Corporate HR, Service Strategic HR, Equal Pay Programme, Organisational Development, Job Evaluation, teams is organised to provide the most efficient professional service by making the best use of subject matter expertise and delivering a consistent policy approach, working across all business areas to support the delivery of council objectives.

We use a hub and spoke operating model, with central leadership in Chief Executive's department from the Head of Human Resources and a business partner framework based firmly in services/ALEOs leadership teams. This model makes sure that the needs of each part of the organisation can be supported by teams working closely from within the business areas but within a corporate framework and policies.

A summary of each area is included below:

Corporate HR leads on policy development and governance across HR activities and provides professional advice to Elected Members. It provides strategic direction for Workforce Planning & Development, Equality Diversity & Inclusion and, Health and Wellbeing as well as managing the Corporate Modern Apprenticeship, Internship & Graduate Programmes to support the organisation make the best use of its employee resources.

Organisational Development provides training and development frameworks, guidance and e-learning/digital learning to ensure the development of employees to meet the objectives of the Council.

Service Strategic HR teams build and maintain reliable and flexible HR and people management frameworks, providing expert HR advice and guidance which supports and develops managers and staff to deliver better services and meet the Council's objectives. Service reforms, workforce planning, resourcing, organisation design and development, equalities and industrial relations are some of the main accountabilities of teams. Service Strategic HR teams for Chief Executive Department, Financial Services, Education Services and Neighbourhood, Regeneration and Sustainability, are positioned within direct organisation structure of Head of HR, with Glasgow City Health and Social Care Partnership (GCHSCP) Service Strategic HR team sit within the GCHSCP organisation structure whilst operating as an integral part of the overall council HR community with strategic and policy oversight from Head of HR.

The Equal Pay Programme sits within the Head of HR, with sponsorship from Director of Communication and Corporate Governance and reporting to the Equal Pay Steering Group to progress all aspects of implementation of the council's Equal Pay, most notably the implementation of a new Job Evaluation process and subsequently Pay and Grading Structure.

It is anticipated that 2026/27 activities across all areas of HR will be significantly affected by the priority need to deliver our Equal Pay Programme and a new Pay and Grading Structure from April 2027.

I. Legal and Administration Services

Legal and Administration Services is a broad ranging service that covers a number of areas including support to the Council's decision-making process and ensuring that legislative requirements are met so that the interests of the Council are safeguarded. There are 3 key sections within Legal and Administration, one of which

is Digital Services covered separately above. The other 2 areas are Legal and Democratic Services and the Corporate Procurement Unit.

1. Legal and Democratic Services is made up of the following service areas:

a) Members Support Services

This team provides administrative, secretarial and policy support to elected members as they undertake duties associated with their roles as councillors and civic representatives.

Support is also given to the political group offices of the Administration, the Official Opposition and other opposition groups.

The Leader of the Council and the Lord Provost receive support from their respective private offices.

b) Committee Services

This team is responsible for arranging and supporting all meetings of the Council, its committees and decision-making processes, including community planning partnerships and for updating the council's governance documents such as the standing orders and scheme of delegated functions. It is also responsible for the administration of elected member working groups, the Children's Panel, trust meetings and City Deal meetings.

c) Election Office

This team is responsible for the overall planning, co-ordination and delivery of elections and referenda on behalf of the Returning Officer. In addition, the election office will provide services to the various stakeholders, including voters, candidates, agents, and political parties.

d) Licensing and Public Processions

The Council has a legal duty to act as Licensing Authority for Glasgow, regulating a range of different activities and business sectors including taxis and private hire cars, houses in multiple occupation, street trading and public entertainment. The licensing team is responsible for the processing of license applications, including carrying out statutory consultations and for the development of licensing policy. The licensing section is also responsible for the licensing and regulation of the sale of alcohol and gambling activity carried out in premises, and for providing legal advice and administrative support to the council's Licensing and Regulatory Committee and the Licensing Board. It also administers the notification process for public processions.

e) Litigation

This team provides a range of legal advice to the Council Family on all aspects of civil litigation, including arranging representation at courts and tribunals throughout Scotland and the UK as required. Whether pursuing or defending court actions, subject areas include: commercial and procurement challenges; debt recovery; education; employment and equal pay; fatal accident inquiries; personal injury and property issues; social work (children and families, adults – mental health and

incapacity); and all statutory appeals and litigation related matters relevant to local authority decisions.

f) Registrars

This is a statutory service which is responsible for the registration of Births, Stillbirths, Deaths, Marriages and civil partnerships. It is also responsible for the preparation and issue of all extracts held within these registers (with the exception of Stillbirths) and for conducting Civil Marriages and Civil Partnerships either within our own council premises or at venues throughout the city. Other enhanced services include delivering British Citizenship Ceremonies on behalf of the Home Office; conducting non statutory ceremonies in response to customer demand i.e. Renewal of Vows and Baby Naming and managing and running the Family History Centre based within the Mitchell Library. The service has a number of partnership working arrangements that include Glasgow Life (Libraries and Archives), Department of Work and Pensions (Tell Us Once), Social Work Services (Family Finding), NHS Greater Glasgow and Clyde (remote Death registrations), National Records Office for Scotland (Legislative Body for Registration in Scotland) and the Home Office and Immigration Service (British Citizenships and Marriage Referrals).

g) Corporate and Property Law

This team provides legal advice and assistance to Council departments, ALEOs and the Strathclyde Pension Fund across a wide range of matters.

Current major projects and initiatives include the delivery of the Commonwealth Games 2026, future of ICT, replacement of strategic payroll and payments system, Empty Homes, City Deal infrastructure projects, Climate and Sustainability projects, Strathclyde Pension Fund investments, as well as emerging projects such as the climate investment programme.

At a business-as-usual level this team helps to deliver advice on a range of issues including: ALEO and corporate governance, construction, corporate asset management, corporate procurement and social care commissioning, economic regeneration, education, Freedom of Information/Data Protection, information technology, intellectual property, pensions, planning, property matters (including common good, disposals, acquisitions, compulsory purchase orders, leases and associated work with the Council's investment property portfolio for City Property), roads maintenance and traffic regulation, subsidy control, and sustainability.

The Council's core paralegal team support the corporate and property lawyers and deal with a wide range of legal issues such as the awards of contract and property title deeds.

h) Information and Data Protection Team

This team deals with freedom of information, environmental information and subject access requests received by the Council. The team handles over 3,000 freedom of information and environmental information requests each year. Requests can be received for any recorded information held across the whole Council. The team also handles several hundred subject access requests from individuals who are seeking

copies of the personal data that the Council holds about them. Strict statutory deadlines must be met for every request.

The Data Protection Officer and Depute Data Protection officer sit within this team., together with a senior paralegal. All aspects of data protection for the Council family are handled including data sharing and processing agreements, data breaches and complaints.

2. Corporate Procurement Unit (CPU)

The Council currently has a commercial spend profile of £814m relating to the procurement of goods, services and works. This increases to £912m across the entire Council family and is split into 65 commodities.

The CPU manage 52 of the 65 commodities and influences approximately £450m of the £968m commercial spend. The Health and Social Care Partnership (HSCP) is responsible for the procurement of care related commodities which cover approximately £363m of the commercial value.

In local government, procurement is governed by a legislative framework. The CPU and the HSCP aim to ensure that any procurement activity undertaken on behalf of the Council complies with the requirements of the *Legal Framework and meets its *statutory reporting and procurement duties to support national and local policies.

The CPU and HSCP support delivery of the Council's [Sustainable Procurement-Strategy 2023-27](#) (Procurement Strategy), which received approval from the City Administration Committee at its meeting on 16 March 2023 following consideration and review by the Wellbeing, Equalities, Communities, Culture and Engagement City Policy Committee at its meeting held on 2 March 2023.

The Strategy has been developed, as required by section 15 of the [Procurement Reform \(Scotland\) Act 2014](#) ("Act"), to support the council's challenges, missions and commitments, as set out in the council's Strategic Plan 2022-2027. It sets out the vision, objectives and actions which will direct and govern procurement activities for this council for 2023 to 2027. These reflect both national and local policies and priorities and the council's approach to ensuring contracted suppliers undertake fair working practices and provide wider social-economic and environmental benefits to the local area and community via the delivery of community benefit outcomes.

The Strategy continues to drive the importance of ethical, open, transparent, non-discriminatory and sustainable procurement within Council tenders, contracts and supply chains. The procurement teams will continue to utilise the council's commercial spend to shape, encourage and influence innovation and aim to increase opportunities for Small and Medium sized Enterprises (SME's), Supported Businesses, Co-operatives and Third Sector organisations.

The vision, objectives and actions within the Strategy recognise the current budget restraints. In addition, it recognises the climate change challenge, which is evidenced within the Strategy Action Plan and shows that 50% of the actions are

dedicated to support the delivery of sustainable outcomes, in particular the council's ambitious target to be net zero by 2030.

The Strategy focuses on six key Strategic Objectives, as set out below:

1. Support the Council's Net Zero, Ecological and Adaptation Ambitions
2. Provide Effective and Efficient Procurement for our Stakeholders
3. Shape and Drive Innovation
4. Support Local Wealth Building and Economic Growth
5. Procurement to be a Strategic Partner for Council Services
6. Support the Council Financial Challenges

The Strategy will be delivered via a comprehensive Action Plan. The performance against the Action Plan will be reported to, and monitored bi-annually, by the Contracts and Property Committee. Progress will also be overseen by two officer groups; the Procurement Advisory Board (chaired by the Director of Legal and Administration Services) which is held every 8 weeks; and to the Corporate Procurement Asset Board (with representation from across the council family) and which is held quarterly.

Section 18 of the Act also requires a contracting authority to publish an Annual Procurement Report (APR). The APR monitors the authority's regulated procurement activities against delivery of its Procurement Strategy and should be published as soon as is reasonably practicable after the end of its financial year. Regulated procurement relates to services and goods contracts >£50k and works >£2m.

The APR for FY25.26 will be reported to the Contracts and Property Committee for noting and then sent to the Scottish ministers in accordance with the requirements of the Act.

Link to the [APR FY24.25](#)

The Procurement Strategy and Action Plan will be reviewed, as part of the performance monitoring activity, to reflect legislative changes and the evolution of the council's Strategic Plan 2022-2027.

The council's [Community Benefits Policy](#) demonstrates the Council's commitment to maximising Community Benefits from procurement activity. Since Implementation of the Sustainable Procurement Strategy 2023-2027, in March 2023, the council has achieved the following Community Benefit Outcomes:

Theme	Outcomes
Community Engagement - Financial Support	203 = £203,000
Community Engagement - Non - Financial Support	189 outcomes = 945 hours
Industry recognised qualifications	30
Skills and Training	395

Supply Chain Development	73
Grand Total	890

One of the key strategic objectives of the Strategy is to support the council's financial challenges. Since commencement of the Strategy in 2023, to December 25, we are tracking cashable savings of £44.5m and non-cashable savings of '£26.1m'.

J. Strategic Partnership and Communication

1. The Public Relations Office

The Public Relations Office's role is to maintain a positive image of Glasgow City Council and to enhance the Council's reputation by ensuring a consistent, proactive and high-quality approach to public relations and all communications. As part of this, staff provide a 24/7 media response service, dealing with thousands of inquiries every year and covering all aspects of Council policy and all issues directly affecting or involving the Council.

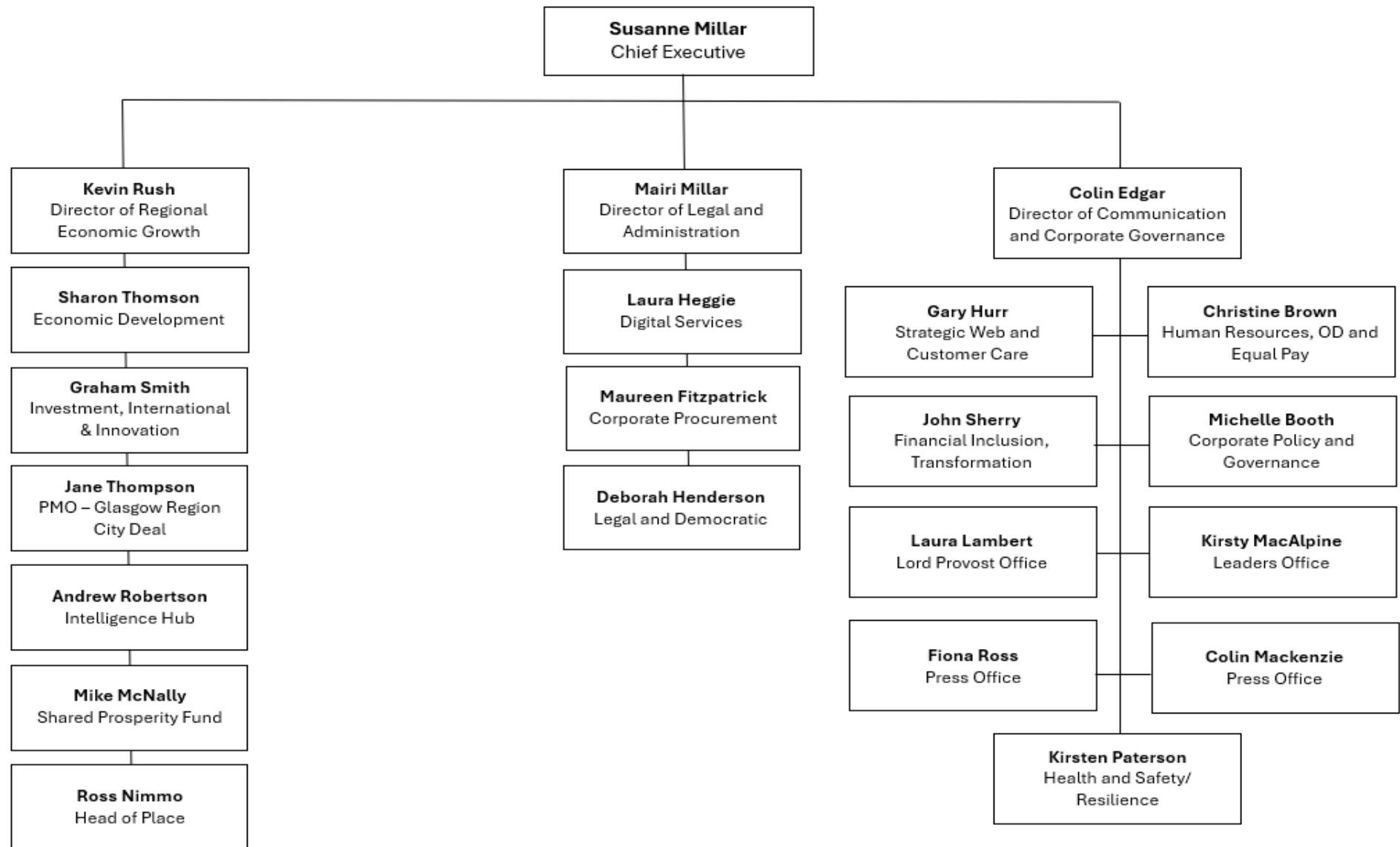
2. The Leader's Office

The Leader's Office provides policy support and advice to the Leader of the Council and the Council administration. It is the principal liaison between the Leader and the various Council Services and ALEOs; and manages all aspects of the Leader of the Council's official business, both internal and external to the Council.

3. The Lord Provost and International Office

The Lord Provost and International Office have three primary areas of activity. This involves Civic Programmes, including events and support to the Lord Provost. It hosts the Office of the Lieutenancy which includes supporting the honours process and royal visits to the city as well as liaison with HM Armed Forces and Remembrance Sunday. The Office is also responsible for the Council's Twin Cities & international delegation Programme.

Chief Executive Department: Organisational Structure (April 2026)

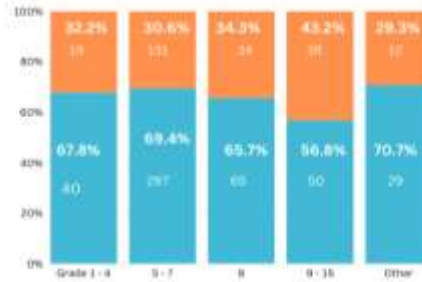
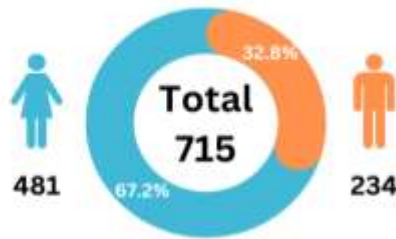


Chief Executive's Department Staffing

The images below provide an overview of our staffing by gender, ethnicity and disability by grade as at December 2025. As at December 2025, the staff number was 715 with staff absence rate for 2025/26 awaiting final confirmation.

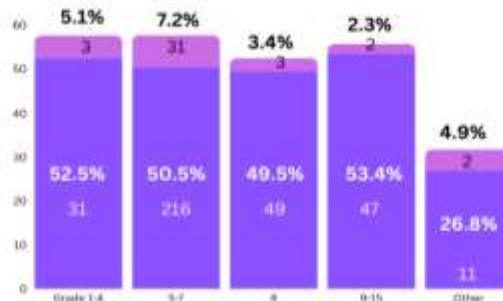
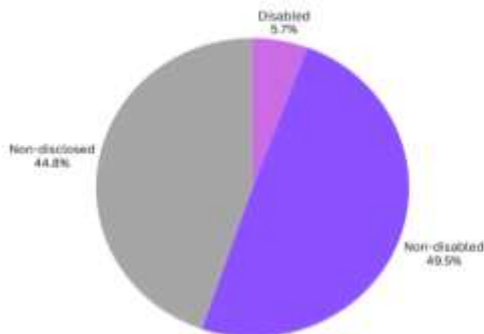
December 2025 Chief Executive's Department Staffing

Gender

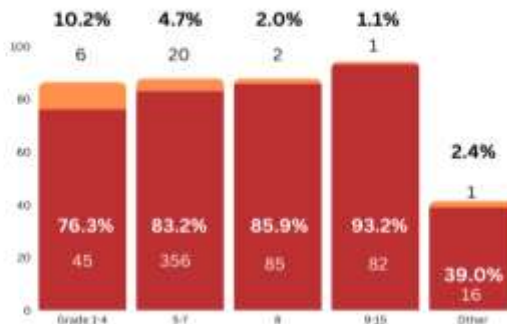
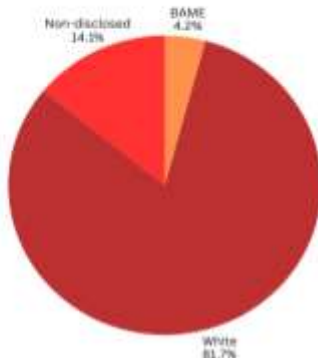


The Department's staff number is now 715. The images below provide an overview of our staffing by gender, ethnicity and disability by grade as at 31st December 2025.

Disability



Ethnicity



Financial resources: Budget

This section summarises the **Chief Executive's Department's** budget for **2025/26** and **2026/27**. The approved budget is shown below:

2025-26 Approved Net Expenditure Budget	2026-27 Approved Net Expenditure Budget
59,279,800	59,448,700

2025/26 Budget (£)	Expenditure	2026/27 Budget (£)
10,331,300	Communication and Corporate Governance	10,142,600
4,775,300	Human Resources	5,695,500
8,488,900	Transformation and Financial Inclusion	8,693,800
12,016,300	Legal and Administration	13,461,900
69,267,600	Digital Services	69,389,200
39,115,000	Economic Development	36,107,200
<hr/>		
143,994,400	Direct Departmental Expenditure	143,490,200
<hr/>		
-66,099,600	Central Charges	-65,586,000
<hr/>		
77,894,800	Total Expenditure	77,904,200
<hr/>		
Income		
628,500	Communication and Corporate Governance	436,100
417,300	Human Resources	347,800
393,400	Transformation and Financial Inclusion	418,800
7,245,200	Legal and Administration	7,200,400
8,131,100	Digital Services	8,295,400
1,799,500	Economic Development	1,757,000
<hr/>		
18,615,000	Direct Departmental Income	18,455,500
<hr/>		
59,279,800	Net Expenditure	59,448,700
<hr/>		

Subjective Analysis

2025/26 Budget		2026/27 Budget
(£)	Expenditure	(£)
38,947,700	Employee Costs	42,723,300
371,500	Premises Costs	103,200
37,300	Transport and plant	37,100
12,388,700	Supplies and services	8,632,200
58,404,900	Third party payments	58,569,600
34,152,000	Transfer payments	33,732,500
-307,700	Transfer to capital	-307,700
143,994,400	Direct Departmental Expenditure	143,490,200
-66,099,600	Central Charges	-65,586,000
77,894,800	Total Expenditure	77,904,200

2025/26 Outturn Position

The Outturn position to be reported to the **City Administration Committee** in June 2026.

The published version of this report will include the final Outturn position.

2025/26 Final Outturn	£m
Net Expenditure	—
Estimate	—
Variance	—

Section 2 – How the Service will meet its Commitments

The Chief Executive's Department has a pivotal role in leading, supporting and communicating the Grand Challenges and associated Missions defined in the [Council Strategic Plan 2022-2027](#) published in November 2022.

Our Strategic Plan puts the challenges and aspirations of Glaswegians at the heart of every council decision. It shapes our response to the cost-of-living crisis, the climate emergency and pressures on public services, as well as increasing the prosperity and wellbeing of citizens. It also seeks to ensure that citizens are central to how we take decisions.

Setting out four key challenges and more than 230 commitments, the Plan will continue to support and deliver on the city's main priorities.

The four Grand Challenges have been identified as:

- 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.

The plan outlines Missions which cover ambitious aims including ending child poverty, improving the health and wellbeing of local communities, supporting residents into sustainable and fair work, delivering sustainable transport, becoming a net zero carbon city by 2030, creating safe, clean, and thriving neighbourhoods, raising attainment amongst children and young people, and running an open, well governed council in partnership with all our communities.

Glasgow City Council revisits the plan annually to ensure it remains fit for purpose. This will [ensure commitments are updated](#) in line with changing circumstances.

The new Strategic Plan 2017-22 was unanimously agreed at full council in October 2022.

Strategic Plan Reporting 2022-27

Since the inception of the Council Strategic Plan, service areas within the Chief Executive have contributed to committee updates.

With regard to the previous and present reporting period, the key actions/delivery goals of services departments within the Chief Executive are listed in the table below.

CED Service Department	Action/ Delivery area	Grand Challenge/ Service Priority	Timescale
Communities Team	<p>Support to Community Councils through targeted development programmes and networks to share knowledge, skills and experience amongst Community Councillors, to enable them to best represent their communities.</p> <p>Work is also ongoing in the reestablishment of Community Councils in targeted localities that currently don't have an active Community Council</p>	Run an open, well governed council in partnership with all our communities	2026-27
Communities Team	Building on the existing citywide community engagement group to ensure best practice and shared practice in all community facing work across the Council family.	Run an open, well governed council in partnership with all our communities	2026-27
Communities Team	Supporting the continued development of Area Partnerships across the city, bringing not only a geographic focus to community support, but a thematic approach to building community ties and community participation.	Run an open, well governed council in partnership with all our communities	2026-27
Policy Corporate and Governance	<p>Continue to develop Performance Manual approach through Strategic Performance Working Group. Update to be reported to Scrutiny Committee if appropriate.</p> <p>Continue scoping of Performance Framework for LOIP; and links to Performance Manual.</p>	GC1	2026-27
Policy Corporate and Governance	Co-ordinate Implementation of BSL Action Plan, and the ongoing engagement with the Glasgow Deaf Community through the BSL User Reference Group	GC4 Mission 2	2026-29
Policy Corporate and Governance	<p>Implement training module for Climate Change Impact Assessment (CCIA) toolkit and Training Module in conjunction with NRS</p> <p>Launch GOLD module for CCIA</p>	GC3 Mission 2	2026-29
Policy Corporate and Governance	Continue to deliver Equality Impact Assessment (EQIA) training as appropriate.	GC4 Mission 2	2026-27

	Work towards launch of GOLD module for EQIA		
Policy Corporate and Governance	Report on the Equality Outcomes, and develop action plan for Equality Outcomes for 2025-2029	GC4	2026-29
Policy Corporate and Governance	Continue, where applicable, to support the development of Forums to support Communities of Interest; including LGBTQ+, Faith Groups, BSL, Gaelic and Disability Groups	GC4	2025-29
Policy Corporate and Governance	Scope Open Government Action Plan approach and set agreed parameters for Action Plan development	GC4 Mission 2	2026
Policy Corporate and Governance	<p>Work is ongoing to roll out the Senior Management Team (SMT) Risk and Performance Reporting Framework. Progress to date includes:</p> <ul style="list-style-type: none"> The SMT reporting templates have been revised and refocused following 18 months of successful use and constructive feedback. This has created a more streamlined reporting process with added rigour from the Corporate Governance team. The updated templates support consistent reporting on risk, performance, audit recommendations, alongside highlighting of new and emerging key issues, and the management of ongoing challenges. The Service SMT has now adopted the revised templates, enabling structured and regular reporting across all core areas of the service. 	GC4	2026
Policy Corporate and Governance	<p>Revision of Corporate Risk management Policy and Framework including training. Work on updating the Corporate Risk Management Policy and Framework (RMPF) is ongoing. Progress to date includes the development of a Risk Appetite and Policy Statement, a draft of which has been approved by the CLT Risk, Audit and Performance Board. The Board has requested that the Risk Management Forum undertake further work to refine the risk categories and assign appropriate risk appetite levels. As the final Risk Appetite and Policy Statement will directly inform the updated RMPF, further revisions to the framework have been paused until this work is completed. Detailed guidance notes have been produced, reflecting the Policy Statement and feedback from Risk Managers, to enable improved quality in risk management and reporting.</p>	GC4	2026
Digital Services	<p>Digital Glasgow Strategy 2024-2030 (DGS)</p> <ul style="list-style-type: none"> Continue to deliver and implement the DGS and associated governance arrangements. Working with stakeholders to advance delivery of the strategic actions for 2026/27. 	Enable staff to deliver essential services in a	2026-27

		sustainable, innovative and efficient way for our communities	
Digital Services	<p>Business Intelligence and Information Management</p> <ul style="list-style-type: none"> • Deliver a broad range of initiatives to improve the collection, management, and use of data across the Council Family. • Continue to develop the Council Family's capability to innovate and take data-led and informed strategic, policy and operational decisions. • Use campaigns and case studies to promote and showcase the benefits and impacts of digital and data. • Implement the Council's Records Management Plan. 	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities	2026-27
Digital Services	<p>Enabling digital services and transformation</p> <ul style="list-style-type: none"> • Continue to support the Council Family and shape and enable digital services and transformation through the work of Business Partners and the provision of business architecture and analysis expertise. • Ensure robust management of the digital and ICT services contracts, including service performance, contractual commitments and the management of commercial arrangements and digitally enabled projects/ programmes. • Ensure robust management of the Council's ICT infrastructure and enterprise architecture. 	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities	2026-27
Digital Services	<p>Business Continuity</p> <ul style="list-style-type: none"> • Continue to support implementation of the Corporate Business Continuity (BC) Management Policy and Framework across the Council Family. • Facilitate collaboration and information sharing through the BC Forum and the BC Workplan to improve planning and management of dependencies. 	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities	2026-27
Digital Services	<p>Road to Multi-Source Strategy (R2MS)</p> <p>Continue to progress the Council's Road to Multi-Source Strategy (R2MS) and advance the new operating model for the Council Family's ICT and digital services, including:</p> <ul style="list-style-type: none"> • Progress service tower re-procurements and associated transition and exit activities. 	Enable staff to deliver essential services in a sustainable,	2026-27

	<ul style="list-style-type: none"> Continue proactive communication and stakeholder engagement. Continue to mature the Service Integration and Management (SIAM) function within Digital Services. 	innovative and efficient way for our communities	
Economic Development	<p>Delivery of the Glasgow Futures programme to provide person centred holistic support to those furthest from the labour market or experiencing in-work poverty.</p> <p>This will include the roll out of the Glasgow Futures Quality Standard.</p>	Increase opportunity and prosperity for all our citizens	2026-27
Economic Development	Continued implementation of the Just Transition Skills Action Plan (2023-2030) to ensure that every Glaswegian can reskill and upskill to participate in the transition to a net zero and climate-resilient economy. Activity in 2025/26 will include the development of training support interventions, tailored career support, and Further/Higher Education curriculum development.	Increase opportunity and prosperity for all our citizens	2026-27
Economic Development	Establish a Model for Climate Investment for Glasgow	Fight the climate emergency in a just transition to a net zero Glasgow	2026-27
Economic Development	Deliver the Innovation Accelerator extension	Increase opportunity and prosperity for all our citizens	2026-27
Economic Development	Create an International Support programme using UK Shared Prosperity Funding	Increase opportunity and prosperity for all our citizens	2026-27
Economic Development	Invest Glasgow will prioritise working collaboratively and creatively with city partners to ensure that all potential inward investment opportunities (in the pipeline) result in a successful conclusion.	Increase opportunity and prosperity for all our citizens	2026-27
Economic Development	The Glasgow Film Office will continue to promote Glasgow as a film-friendly production base, offering guidance on bringing bring tv and film productions to the city, which in turn brings economic and employment benefits.	Increase opportunity and prosperity for all our citizens	2026-27

Economic Development	Implement the final year of the 3-year Glasgow Communities Fund (2023-2026) programme and report on 2023/24 Annual Performance. Applications to the next phase of the Glasgow Communities Fund (2026-2029) will be assessed, with the aim of funding decisions being made by November 2025 for implementation from 1 April 2026.	Reduce Poverty and Inequality in our Communities	2026-27
Economic Development	Implement Glasgow's Holiday Programme, delivering city-wide programmes of food and activities to children and young people during the Summer, October and Spring school holidays in 2025/2026.	Increase opportunity and prosperity for all our citizens	2026-27
Economic Development	Design and implement fully digital processes for compliance and performance monitoring for the Glasgow Futures Employability Programme.	Increase opportunity and prosperity for all our citizens	2026-27
Economic Development	Procurement and implementation of a Grants Management System to support grant programmes across the division and potentially wider across Chief Executive's Department.	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities	2026-27
Financial Inclusion and Transformation Team	Continue to ensure GCC deliver their statutory responsibilities in relation to poverty, including child poverty and the delivery of the Local Child Poverty Annual Report. To ensure GCC play an active role in the GCPP's commitment to addressing Child Poverty, we will refresh Child Poverty Governance arrangements across the council, embedding this work across our CMT.	End child poverty in our city using early intervention to support families	2026-27
Financial Inclusion and Transformation Team	Identify and progress innovations that provide opportunities to address systemic barriers to more effective working. The Child Poverty Programme will provide opportunities to progress further action around funding flexibilities, policy alignment, shared accountability, data sharing and use to effectively target our efforts.	End child poverty in our city using early intervention to support families	2026-27

Financial Inclusion and Transformation Team	Develop services that focus on the provision of whole person/family support. Our work to shape a No Wrong Door model for the city will facilitate consistent, joined up and high quality practice to deliver family support. The Council will continue to evolve its operational service (Glasgow Helps, ICJ and LTC) and co-ordinate with similar offers across the Council Family.	End child poverty in our city using early intervention to support families	2026-27
Financial Inclusion and Transformation Team	Develop and ensure delivery of local policy in relation to poverty and public sector reform. We will support the ongoing alignment of local policies that will deliver improved outcomes for families including the Community Plan, The Promise, Integrated Children's Services Plan, Child Poverty Programme, and GIRFEC.	Enable staff to deliver a sustainable and innovative council structure that delivers value for money	2026-27
Financial Inclusion and Transformation Team	Ensure sufficient mechanisms are in place to put lived experience at the centre of shaping policy and its implementation. We will continue to champion co-design and embedding lived experience across our work through our partnership with CCI and GCVS. These partnerships will be key to ensuring that user voice plays a crucial role in designing services and policies. We will also complete the review of the Poverty Leadership Panel.	End child poverty in our city using early intervention to support families	2026-27
Glasgow City Region Programme Management Office	Continuing the delivery of 14 programmes within the Regional Economic Strategy Action Plan;	Deliver sustainable transport and travel aligned with the city region Support the growth of an innovative, resilient and net zero carbon economy Improve the health and wellbeing of	2026-27

		our local communities	
Glasgow City Region Programme Management Office	Following the successful completion of the City Deal Gateway Review 2 exercise in 2025/26, the PMO will continue to deliver the actions within the Gateway 3 Readiness Improvement Plan throughout 2026/27	Support the growth of an innovative, resilient and net zero carbon economy Deliver sustainable transport and travel aligned with the city region	2026-27
Glasgow City Region Programme Management Office	Following the successful completion of a number of health impact assessments throughout 2025-2026, the PMO will continue the roll out of a Health Inequalities Impact Assessment Toolkit for capital projects during 2026-2027;	Improve the health and wellbeing of our local communities	2026-27
Glasgow City Region Programme Management Office	Operationalising the new Glasgow City Region Place team and governance structures. GCR Place team resources and governance structures have been successfully established with work now well underway to progress strategic spatial planning activities (e.g. the Regional Spatial Strategy) and strategic spatial delivery priorities including Clyde Mission, Green Network and the emerging PLACES x Clyde Metro programme.	Create safe, clean and thriving neighbourhoods	2026-27
Glasgow City Region Programme Management Office	Scoping a Regional Spatial Strategy. A Group Manager for Strategic Spatial Planning was appointed in July 2025. Since then, initial scoping workshops have been undertaken with both the Regional Spatial Planning Steering Group - comprising the eight Member Authority Chief Planners - and the Regional Spatial Planning Sub-Committee. The emerging evidence scope for the Regional Spatial Strategy is scheduled for presentation to the Sub-Committee in June 2026.	Across a number of Grand Challenges	2026-27
Glasgow City Region Programme	Creating a Strategic Masterplan for Clyde Mission.	Support the growth of an innovative, resilient and net	2026-27

Management Office	Consultants were appointed in November to commence the Clyde Mission strategic Masterplan. Initial progress includes establishing socio-economic baseline data, running several thematic workshops, undertaking a series of participatory study tours along the full length of the corridor and capturing extant plans and strategies.	zero carbon economy	
Glasgow City Region Programme Management Office	Commencing the Clyde Mission Heat Decarbonisation Fund. The first round of the Heat Decarbonisation Fund was launched in November 2025 and closed on the 27 th of February 2026, with a number of bids now under assessment.	Support the growth of an innovative, resilient and net zero carbon economy	2026-27
Glasgow City Region Programme Management Office	The first 3-year programme of the UK Shared Prosperity Fund will conclude 31 March 2025. The GCR PMO will continue to co-ordinate reporting across the 8 Member Authorities and the UK Government. UKG has committed to a Yr4 of UKSPF and MAs have been advised of their allocations. GCR and the MAs will work with UKG and SG in the coming months to support the design of the successor programme to UKSF, due to commence April 2026. The UKSPF will conclude following the end of the Year 4 of the programme, however UKG have provided an extension to 30 September 2026, however, without any additional funding. From 1 April 2026, GCR will manage and administer the new Local Growth Fund (LGF). LGF will 'fund regional projects which will drive economic growth. That might mean projects like infrastructure investment, business support, or skills development - projects which will make a real difference in terms of skilled jobs and people's prosperity'.	Across the following Grand Challenges Increase Opportunity And Prosperity For All Our Citizens Fight The Climate Emergency In A Just Transition To A Net Zero Glasgow	2026-27
Glasgow City Region Programme Management Office	The GCR PMO continues to support the Regional Skills Devolution Group (RSDG) and engage with the Scottish Government to progress the devolution of skills planning and delivery to a regional level, aligning with the recommendations from the 2023 Withers Report.	Support the growth of an innovative, resilient and net zero carbon economy	2026-27

	<p>GCR are currently recruiting a new Group Manager – Skills post to support the development of the regional approach skills devolution.</p> <p>This post will directly support the delivery of three initial skills interventions; Maritime, Life Science and Advanced Manufacturing.</p>		
Glasgow City Region Programme Management Office	<p>Collation of the Region’s Investment Zone proposition for consideration and approval by the UK and Scottish Governments - finalisation of the GCR Investment Zone proposal to UK and Scottish Governments – this is due Summer 2025</p> <p>The GCR IZ programme has been approved by both UK and Scottish Government in December 2025.</p> <p>Individual IZ projects are now developing Business Cases for approval by the GCR Chief Executives’ Group. Delivery of the six GCR IZ projects and the tax site will commence early in Q1 2026/27.</p>	<p>Support the growth of an innovative, resilient and net zero carbon economy</p> <p>Become a net zero carbon city by 2030</p>	2026-27
Glasgow City Region Programme Management Office	<p>The Intelligence Hub continues to provide a series of functions that serve to help make the case for investment in the Region. This includes</p> <ul style="list-style-type: none"> • Supporting the development of the new UKRI funded £50m Local Innovation Partnership Fund • Developing the evidence base for local authority growth plans <p>Conducting in-depth research programmes to better understand our labour market, specifically some of the challenges around economic inactivity plus other topics such as the impact of AI on the economy</p>	<p>Across a number of Grand Challenge 2 (Increase Opportunity And Prosperity For All Our Citizens) Missions</p>	2026-27
Glasgow City Region Programme Management Office	<p>The Intelligence Hub will with partners to turn the GCR Innovation Action Plan into a cluster growth plan which will make the case for investment across the Region’s five innovation clusters</p>	<p>Included in the Grand Challenge Increase Opportunity And Prosperity For All Our Citizens</p>	2026-27
Human Resources (HR), Organisational	<p>Health & Wellbeing / Maximising Attendance</p>	<p>GC4 Mission 3</p>	2026-27

<p>Development (OD), Equal Pay (Job Evaluation & Pay and Grading),</p>	<p>We remain fully committed to supporting staff health and wellbeing. Following agreement of the Council's Equality Outcomes 2025-29, a refreshed approach will be agreed to ensure coordinated corporate and service level action to support employee wellbeing and attendance at work.</p> <p>Key activities include:</p> <ul style="list-style-type: none"> • Ongoing development and promotion of our workforce wellbeing support web pages, providing a comprehensive 'one stop shop' of accessible wellbeing information, resources, and support available to all staff online from any device; • Continued promotion of local and national health campaigns through monthly corporate staff updates, with ongoing support to encourage engagement and empower employees to take ownership of their own wellbeing; • Ongoing delivery of our Inclusion Calendar and monthly 'Join Us' staff training programme featuring a range of training options to support employee wellbeing and assist managers to maximise attendance in their teams; • Creation of new Mental Health & Stress e-learning resources on GOLD, produced collaboratively by Corporate HR and Health & Safety; • Continued promotion of our Employee Assistance Programme, (EAP) offering free, 24/7 advice and support to staff to help them navigate personal or work-related challenges; • Maintaining our official workplace partnership with See Me, recognising our ongoing commitment to workplace mental health best practice and alignment to national standards; • Continuing our collaboration with Able Futures to increase awareness and access to the Department of Work and Pensions' Access to Work Mental Health Support Service, providing 9 months of free, confidential work-focused support from a qualified mental health professional • Our HR Strategic Attendance Management Forum will continue to review these activities and identify appropriate actions to support employees to remain well and attend work. 		
<p>Equal Pay Programme</p>	<p>The key priority of the HR community is to deliver the EQP programme through robust application of the SJC job evaluation scheme and the subsequent design, TU consultation</p>	<p>GC4 Mission 3</p>	<p>2026-27</p>

	<p>and implementation of an appropriate pay and grading structure for all employees within roles covered by the SJC arrangements. This programme has the key aim of paying equally for work of equal value.</p> <p>Key activities include:</p> <p>a) Working in close conjunction with TU representatives and services, ensure compliance with SJC guidance to evaluate SJC linked roles (all non-teaching) is conducted efficiently and effectively.</p> <p>b) Pay and grading – design, negotiate and implement a new pay and grading structure, based on the results of the job evaluation process.</p>		
Human Resources (HR), Organisational Development (OD), Equal Pay (Job Evaluation & Pay and Grading),	<p>Remuneration Arrangements</p> <p>Until the Job Evaluation exercise is complete our current Pay & Grading Structure remains in place. Activity is carried out to support services with allocation to the pay and grading structure and managing final stage grading grievances.</p> <p>Alongside this and working through CBS as our administration providers we ensure compliance with pay legislation and implementation of pay agreements.</p>	GC4 Mission 3	2026-27
Human Resources (HR), Organisational Development (OD), Equal Pay (Job Evaluation & Pay and Grading)	<p>Employment Policy & Guidance Review</p> <p>We continue to review and update our employment policies, practices, and guidance to ensure ongoing legal compliance and alignment with emerging legislation. Several significant legislative changes are scheduled to be implemented during 2026, some of which require updates to council policies, local service practice, and supporting HR frameworks. Key legislation requiring policy review activity to meet requirements of legislative changes in the following legislation:</p> <ul style="list-style-type: none"> • Employment Rights Act 2025 • Paternity Bereavement Act 2024 • Ongoing implementation of activity in relation to Worker Protection (Amendment of Equality Act 2010) Act duty to prevent Sexual Harassment in the workplace. • Implementation of Disclosure Scotland Act (2020) including • Economic Crime and Corporate Transparency Act 2023 • Impact of Supreme Court Ruling in for Women Scotland Ltd vs Scottish Ministers 	GC4 Mission 3	2026-27

	<ul style="list-style-type: none"> Ongoing work linked the Border Security, Asylum and Immigration Act 2025 which expands the illegal working regime to cover non-employees engaged by businesses, both directly and indirectly. 		
Human Resources (HR), Organisational Development (OD), Equal Pay (Job Evaluation & Pay and Grading),	<p>Workforce Planning and Service Reform</p> <p>HR provides frameworks to facilitate and implement service reforms which have employee impact.</p> <p>Service Strategic HR teams provide key advice and guidance to senior service line management to achieve the delivery of savings targets. This includes support for redeployment within and across Service areas, identifying re-training opportunities and where required support the planning and management of ER/VR departures. Activity has been taken to meet the requirements of the report 'Review of Arrangements for Chief Officer Departures' recently presented to Finance Audit Scrutiny Committee and City Administration Committee, including the establishment of a corporate Workforce Planning Board</p> <p>HR teams across Services and Corporately support the services in meeting the challenges of recruitment and retention in critical skills and occupational groups. Developing improved frameworks for recruitment exercises, including increased use of social media, proactive input from recruiting managers, modernising our employment offerings where possible, and working with COSLA to improve the user experience of myjobscotland.</p> <p>Additional work on Service Reform activity is forecast over the coming year with increased governance to ensure consistency and standardised business case content. Additional coaching and guidance will be provided to Service/ALEO line management in order to support the changes required.</p>	GC4 Mission 3	2026-27
Human Resources (HR), Organisational	<p>Industrial Relations</p> <p>A lead and coordinating role is taken by HR at both corporate and service strategic HR level, to deliver an effective employee and industrial relations climate. The joint Workforce</p>	GC4 Mission 3	2026-27

<p>Development (OD), Equal Pay (Job Evaluation & Pay and Grading),</p>	<p>Planning Board and the Strategic TU Forum consider cross council strategic issues and Services operate service specific joint forums to ensure that escalated matters can be resolved. Corporate HR facilitate the Personnel Appeals Committee, providing expert support and guidance to the Elected Members for Stage 3 Grievances and Appeals Against Dismissal.</p> <p>The focus on TU engagement during 2026/27 will be on the completion of the Job Evaluation project and the introduction of a new Pay and Grading Structure. In addition, there will continue to be significant TU consultation on workforce planning matters associated with the delivery of organisational change, including post reductions required to meet the budget savings targets.</p>		
<p>Human Resources (HR), Organisational Development (OD), Equal Pay (Job Evaluation & Pay and Grading),</p>	<p>Equality, Diversity & Inclusion (ED&I) Our Employment Equality Outcomes 2025–2029 were presented to committee for approval in May 2025. These Outcomes outline our key commitments to ensure we are an inclusive and diverse employer. We will continue to deliver a suite of ED&I training within the service and across the organisation. Our five employee inclusion networks (BAME, Carers, Disabled, Prism (LGBTQI+) and Women's) continue to grow offering regular events and proposals for change. As has been the case over recent years we have and will continue our work to increase BAME and disabled employee representation within the organisation whilst also taking an intersectional approach to our ED&I activities. We will take action to maintain our external ED&I Accreditations of Bronze Employers Network for Equality & Inclusion Disability Confident, Carer Positive Exemplary Employer and Stonewall Proud Employer.</p>	GC4 Mission 3	2026-27
<p>Human Resources (HR), Organisational Development (OD), Equal Pay (Job Evaluation & Pay and Grading),</p>	<p>Equally Safe Implementation The Equally Safe accreditation, the Scottish Government led programme supporting employers to improve their employment practice to advance gender equality at work and prevent violence against women. In November 2023, the Council was awarded Development Tier accreditation, recognising progress on Equal Pay, job evaluation and the new Pay and Grading Structure. Close the Gap advised that remaining at this tier for approximately 18 months would best support readiness for Bronze. Work towards achieving Bronze</p>	GC4	2026-27

	<p>accreditation formally commenced in October 2024 with the establishment of a working group to carry out and oversee this activity, coordinated by CHR colleagues.</p> <p>The gap analysis identified a series of policy and guidance updates required to meet Bronze accreditation criteria and to strengthen the Council's approach to gender equality and the prevention of gender-based violence. These updates, 18 in total, will ensure clearer expectations of behaviour, reinforce the Council's commitment to tackling gender-based violence and sexism, improve transparency in employment processes, strengthen reporting routes and supports, and ensure that policies reflect the experiences and needs of all women.</p>		
Human Resources (HR), Organisational Development (OD), Equal Pay (Job Evaluation & Pay and Grading)	<p>Organisation Development</p> <p>The small Organisational Development team provide associated frameworks for use across the organisation, including generic GOLD courses, leadership and management and career development products. Facilitation support is also available to individual Service specific requirements.</p> <p>Alignment and ongoing work with City Region Skills Development will continue which has seen a focus towards development of Graduate Apprenticeships for difficult to fill roles across Local Government and maximising youth employment programmes to address the impact of an ageing workforce with a focus on those further removed from the employment market due to socioeconomic disadvantage (BAME, Care experienced, Disabled, Impacted by poverty)</p> <p>There will be a focus for 2026 on supporting the EQP Programme.</p>	GC4 Mission 3	2026-27
Human Resources (HR), Organisational Development (OD), Equal Pay (Job Evaluation & Pay and Grading)	<p>Youth Employment Strategy</p> <p>We will continue to take activity so support our Youth Employment Strategy supported by Economic Development including delivery of our Corporate Graduate Programme, Internship Programme and Modern Apprenticeship Programme.</p> <p>It is anticipated that proactive work on this front may be affected by the priority need to devote resources towards the EQP programme.</p>	GC4 Mission 3	2026-27

Legal and Administration Services	<p>Some of the key ongoing work within Legal Services across 2025-26 will be focused on:</p> <ul style="list-style-type: none"> - The impact the ongoing housing crisis is having on our ability to manage interim homeless accommodation arrangements; - On-going historic abuse cases; - Supporting the implementation of the new Pay and Grading Scheme 	Run an open, well governed council in partnership with all our communities	2025-2027
Legal and Administration Services	<p>In terms of our Corporate & Property Law work our key focus areas will be:</p> <ul style="list-style-type: none"> - New and emerging projects such as potential Investment Partner opportunities, Compulsory Purchase Order strategies, ICT projects; - Legal work for Commonwealth Games; - Legal work for the Model for Climate Investment, EV Charging Infrastructure, and City Deal Programme projects; - ICO monitoring of Social Work SAR backlog 	Run an open, well governed council in partnership with all our communities	2026-27
Legal and Administration Services	We will be involved in work to prepare for the upcoming Scottish Parliamentary Elections.	Run an open, well governed council in partnership with all our communities	2025-27
Legal and Administration Services	In terms of our work to support Elected Members and Committee Services we will continue to work to ensure robust arrangements to support elected members and public accountability (suitable IT to support ICT delivery of Council and Committee meetings)	Run an open, well governed council in partnership with all our communities	2026-27
Legal and Administration Services	<p>Ensure continued delivery of the council's Sustainable Procurement Strategy 2023-2027 (Strategy) Action Plan. In particular, the key actions targeted for delivery in 2026, among them:</p> <ul style="list-style-type: none"> - Update our processes to reflect the requirements of the new Procurement Bill 2023, including staff training - Delivery of the procurement ICT/BAU pipeline/workplan to support continuity of council services and compliance with procurement legislation. - Delivery of the procurement Glasgow City Region EV infrastructure - Procurement work for the Model for Climate Investment Model and PPP - Action 1.03 – <i>We will work with our suppliers to improve the climate resilience</i> 	Grand Challenge 4 Mission 2	2026-27

	<ul style="list-style-type: none"> - <i>of our supply chains and reduce the vulnerability to climate risks</i> Supplier Resilience within Supply Chains - Action 2.05 - Undertake a wider Legal review of the council's terms and conditions - to ascertain if these can be more flexible and appealing to suppliers/contractors, reflecting volatile market whilst mitigating the opportunity of risk for the Council. <p>Increased Focus on Contract and Supplier Management activities to ensure best value and contract delivery, in addition to supporting Action 1.03.</p>		
Strategic Partnership and Communication	Proactive communication and campaigns for each service portfolio – examples include LEZ, 20mph, city centre task force, budget savings and investments, George Square, school attendance, equal pay & job evaluation	Grand Challenge 4 Mission 2	2026-27
Strategic Partnership and Communication	Provide reactive communications – responding to daily media enquiries	Grand Challenge 4 Mission 2	2026-27
Strategic Partnership and Communication	Provide crisis communications for service areas within Glasgow City Council	Grand Challenge 4 Mission 2	2026-27
Strategic Partnership and Communication	Provide Emergency and resilience communications	Grand Challenge 4 Mission 2	2026-27
Strategic Partnership and Communication	Provide communications for events	Grand Challenge 4 Mission 2	2026-27
Strategic Partnership and Communication	Provide required communications around Elections	Grand Challenge 4 Mission 2	2026-27
Strategic Partnership and Communication	Support and deliver communications planning for service areas	Grand Challenge 4 Mission 2	2026-27
Strategic Partnership and Communication	Support and deliver communications for committees and reports	Grand Challenge 4 Mission 2	2026-27

Strategic Partnership and Communication	Provide City Convener communications	Grand Challenge 4 Mission 2	2026-27
Strategic Partnership and Communication	Provide and deliver On call duty press officer out of hours	Grand Challenge 4 Mission 2	2026-27
Strategic Partnership and Communication	Provide communications advice and support to Executive Directors and senior officers	Grand Challenge 4 Mission 2	2026-27
Strategic Partnership and Communication	Support delivery and ongoing monthly promotion of critical Information Security and Data Protection (#SafeGlasgow) communications -both proactive and reactive, to meet compliance and statutory requirements. This includes supporting all council family staff to take the mandatory annual course for 2025 /2026.	Grand Challenge 4 Mission 2	2026-27
Strategic Partnership and Communication	Support the ongoing delivery and promotion of the new accessible and inclusive council intranet/extranet to support our diverse staff audience – maintaining connectivity to core information for all staff.	Grand Challenge 4 Mission 2	2026-27
Strategic Partnership and Communication	Continue to produce an annual suite of corporate engaging staff screensavers linked to strategic activity to reinforce key actions and messages to staff – supported by digital collateral for non pc facing areas. For 2026 this includes Information Security, Staff Travel Plan, Poverty Week, Health and Wellbeing and Accessibility.	Grand Challenge 4 Mission 2	2026-27
Strategic Partnership and Communication	To provide ongoing support and communications guidance to corporate strategies/initiatives to ensure all staff are engaged with key activities, business change processes and training in the right way at the right time.	Grand Challenge 4 Mission 2	2026-27
Strategic Partnership and Communication	Support job evaluation and implementation of new pay and grading structure by ensuring that all employees have the right information and understand how any changes will affect them.	Grand Challenge 4 Mission 2	2026-27

Strategic Partnership and Communication	Support and project manage delivery of core marketing campaigns externally to our citizens.	Grand Challenge 4 Mission 2	2026-27
Strategic Partnership and Communication	Govern and provide guidance and support on the use of the council brand to maintain our reputation and consistent identity – internally and externally.	Grand Challenge 4 Mission 2	2026-27
Strategic Partnership and Communication	Support GCC portfolio of existing websites and intranets, and manage new web development requests”	Grand Challenge 4 Mission 2	2026-27
Strategic Partnership and Communication	Following successful migration to new platform, decommission previous website software and infrastructure, including retention of any required data	Grand Challenge 4 Mission 2	2026-27

[Section 3 – Benchmarking, Inspection and Equalities](#)

As part of Best Value requirements, the Chief Executive's Department demonstrates Value for Money through their participation in benchmarking arrangements with other local authorities, professional bodies and partners.

Local Government Benchmarking Framework (LGBF)

The Chief Executive's Department have engaged actively with the Local Government benchmarking process and have supported the involvement of the Council Family Group, and co-ordinated meetings for Service Area reviews. The information has been updated by the Improvement Service and we are currently analysing in order that it can be reported to the Operational Performance and Delivery Scrutiny Committee at the earliest date available.

As well as actively participating in a wide range of smaller Council wide benchmarking groups, the Chief Executive's Department have; in conjunction with colleagues in Financial Services led work on benchmarking Council Tax. We continue to engage in the Improvement Service Learning Events, and in particular the work to examine the variation in the Local Financial Return (LFR) that underpins the LGBF data.

The Chief Executive's Department are also represented on the National Steering Group for the LGBF, which enables us to influence the focus of national Learning Events and drive improvements in the comparative data and analysis.

Ernest and Young Audit

In May 2025 the [City Administration Committee](#) considered a report which outlined the council auditors Ernst and Young LLP (EY) findings in relation to their audit of the council's financial statements and [the wider scope dimensions](#) identified.

A number of recommendations noted in the report require service areas within the Chief Executive Department to develop and work on an appropriate response.

Performance Reporting

We previously noted that Chief Executive Performance reporting was revised to form a more complete update for the consideration of the Senior Management Team. This updated format brought together a number of separate reports previously made by service areas and now provides a more complete performance overview for consideration.

Updates are provided on a monthly basis and include the following areas of management oversight:

- Key priorities aligned to the Council Strategic Plan
- Areas of budget pressure
- New/Emerging issues

- Areas of possible risk

Equalities

Equalities is also a key focus for the Chief Executive's Department in the coming year, both in implementing the new Equality Outcomes in 2021-25, delivering further Equality Impact Assessment training, refining the support tools, and supporting the monitoring and the quality assurance required for successful impact assessment.

Some of the key strategic and developmental mechanisms for delivering our outcomes include:

- The Equalities Working Group (EWG) which is an officer group with representatives from all services and ALEOs is responsible for coordinating the Council Family Group response, at an operational level, to the Equality Act 2010.
- The Glasgow Community Planning Partners Equalities Group (GCCPEG) is coordinated by Democratic Services and chaired by our Health Partners drawing together the widest range of third sector partners across the city to look delivering Equalities Outcomes as part of the Community Plan.
- We also deliver greater diversity awareness and activity, through our Equality and Diversity Champions supported by HR.
- Engagement with the deaf community in partnership with the British Deaf Association (BDA) to support our [British Sign Language Action Plan 2024-2029](#).
- Supporting our religious, disability, Gaelic and LGBT+ communities through the establishment of forums to bring relevant groups and organisations together.
- Our Equality Outcomes are the targets the Council sets to meet its strategy requirement by:
 - Eliminating Discrimination, Harassment and Victimisation
 - Advancing Equality of Opportunity
 - Fostering Good Relations

Work is currently being undertaken to evaluate and update our [Equalities Outcomes 2025-2029](#). Once completed this will be systematically updated through our Equalities Working Group, comprising of key strategic staff.

Our British Sign Language (BSL) [Action Plan 2024-2029](#) satisfied The British Sign Language (Scotland) Act 2015 and the British Sign Language National Plan 2017 – 2023 which requires public bodies in Scotland to publish local action plans showing how they will promote and support (BSL). This work is supported by engagement with the British Deaf Association (BDA) and members of the deaf community in Glasgow to ensure the Plan remains relevant to their experiences and needs.

Our [Equality Impact Assessment process](#), led by Chief Executive's Department has initiated a programme of training and support. During Covid 19 restrictions training was delivered online however face to face training returned in December 2022.

We are also working with Integration Joint Board of Health and Social Care Partnership (HSCP) to align the EQIA process for practitioners and operational staff in Joint working environments. The HSCP currently utilise the Council Family EQIA screening form.

We have undertaken EQIA screenings for all the Council Family Budget Options 2026/27 and continue to support further work on these screenings and also a wide range of ongoing and completed EQIAs including:

Council Family Equality Impact Assessments

All completed EQIAs are published on the Council's website [here](#).

Budget Option Screenings

2019/20

A summary of findings can be found with the budget proposals, including alternative budget proposals, [here](#).

2020/21

A summary of findings can be found with the budget proposals, including alternative budget proposals, [here](#).

2021/22

A summary of findings can be found with the budget proposals, including alternative budget proposals, [here](#).

2022/23

A summary of findings can be found with the budget proposals, including alternative budget proposals, [here](#).

2023/24

A summary of findings can be found with the budget proposals, including alternative budget proposals, [here](#).

2024/25

A summary of findings can be found with the budget proposals, including alternative budget proposals, [here](#).

2025/26

A summary of findings can be found with the budget proposals, including alternative budget proposals, [here](#).

2026/27

A summary of findings can be found with the budget proposals, including alternative budget proposals, [here](#).

[Section 4: Tell us what you think](#)

This Annual Business Plan is way for the Chief Executive Department to highlight its priorities and activity in the coming year. Please let us know if there is anything you would like to see in it or if you have any thoughts on how we might improve it.

Contact Details



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Section 5: Policy and Resource Implications

5.1 Resource Implications, Equality and Socio-Economic, Climate and Privacy and Data Protection Impacts

5.2 Resource Implications:

<i>Financial:</i>	The plan will be implemented within existing resources
<i>Legal:</i>	None
<i>Personnel:</i>	None
<i>Procurement:</i>	None
<i>Council Strategic Plan:</i>	Supports Grand Challenges One: Reduce poverty and inequality in our communities and Four: Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.

5.3 Equality and Socio-Economic Impacts:

<i>Does the proposal support the Council's Equality Outcomes 2025-2029? Please specify</i>	Yes, it supports the key improvement aims within the outcomes of increasing people's knowledge about equality and fairness, and also looks to improve access to Council services by people with protected characteristics, and promotes and supports respect for Equality and Diversity
<i>What are the potential equality impacts as a result of this report?</i>	It is anticipated that the actions outlined in the strategic plan will have a positive impact on protected characteristics as noted in the improvement aims above.
<i>Please highlight if the policy/proposal will help address socio economic disadvantage.</i>	Yes, through administering a range of financial support mechanisms including Housing Benefit, Council Tax Reduction, Scottish Welfare Fund and Education related benefits.

5.4 Climate Impacts:

<i>Does the proposal support any Climate Plan actions? Please specify:</i>	Not directly, however Committee will receive updates with regards to progress on achieving Climate Plan actions where appropriate as part of service reporting
<i>What are the potential climate impacts as a result of this report?</i>	None
<i>Will the proposal contribute to Glasgow's net zero carbon target?</i>	Effective scrutiny is part of our overall governance arrangements to ensure we deliver on high priority plans and strategies

5.5 Privacy and Data Protection Impacts:

Are there any potential data protection impacts as a result of this report? No

If Yes, please confirm that a Data Protection Impact Assessment (DPIA) has been carried out

Section 6

6.1 Recommendations

6.2 The Committee is asked to:

- Consider and note the Chief Executive Department Annual Business Plan 2026/27