



Chief Executive Department

Annual Business Plan

2024 to 2025

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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 contained in the Strategic Plan](#).

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, 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. We support the city's economic strategy, offering guidance to businesses, assist in the City's transition to net zero and help facilitate 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 the Transformation Programme to address poverty in the city.

Managing the Council's Information and Communication Technology (ICT) contract is also led by the Chief Executive Department.

We oversee the 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.

The Chief Executive Department provides a broad range of specialist and corporate advisory and support functions across the Council and is the lead service in respect of corporate governance.

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.

- 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 equally in service design and delivery, and local decision making.
- Supporting and developing the city's economy.
- Facilitating the delivery of the Council's IT provision.

Service Areas

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

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

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

A. Communities Team (including Community Justice)

Communities Team is part of the wider City & Communities Policy and Corporate Governance structure and sits within Chief Executive's Department. It comprises a range of services aimed at empowering communities to participate in service design, delivery and local decision making.

1. Communities Teams

Within Communities, there are set teams supporting the work of Glasgow Community Planning Partnership (GCPP) and Glasgow City Council.

Glasgow Community Planning Partnership brings together public agencies, the third sector, and the private sector, to work to improve the city, its services, and the lives of people who live and work here. The [Community Empowerment \(Scotland\) Act 2015](#) requires the publication of a plan that sets out our shared priorities for the city, where we plan to make improvements and over time show that we have made these improvements.

The [Glasgow Community Plan](#) published in 2017, was the GCPP's 10-year plan for the city. With all the changes in the City, and the effects on the City post-Covid, a new [Community Plan](#) (or Local Outcome Improvement Plan) has been developed with partners for a fresh focus on family poverty from 2024. It was approved in February 2024 and a Delivery Plan is currently being prepared.

The Communities Team works alongside others within the Chief Executive's Department, with GCPP partners and across the Council family, third sector organisations and community groups, providing support at a local and citywide level, including implementing locality planning and place-based approaches including supporting Area Partnerships and Community Councils.

2. Community Justice

As part of the wider Communities Team, Community Justice facilitates Community Justice Glasgow (CJG), a partnership of local and national partners as outlined in the [Community Justice \(Scotland\) Act 2016](#), as well as third sector and victim support representation.

Partners collectively agreed CJG's vision within a refreshed [Community Justice Outcomes Improvement Plan](#), revised in 2023:

"We will reduce reoffending and the use of custody to the benefit of all Glasgow citizens."

The focus of Community Justice is on reducing reoffending, ensuring as people come in contact with the justice system, there is a co-ordinated approach, reducing the likelihood that they will offend again. The core CJG team was established in 2017, based in Eastgate, hosted by Glasgow City Council and supported collectively by partners. This team has responsibility for liaising with all partners to ensure effective communication, performance management, and adherence to legislative requirements.

Shared responsibility underpins the community justice model in Glasgow, and ensures that the positive outcomes, connections, and good practice achieved by the former Glasgow

Community Justice Authority are continually integrated. CJG reports to the Glasgow Community Planning Partnership and is embedded in the community planning structure.

CJG also facilitates Glasgow's arrangements for the scrutiny of Police and Fire & Rescue Service plans through the Safe Glasgow Partnership, a statutory responsibility under the [Police and Fire Reform \(Scotland\) Act 2012](#).

B. Policy and Corporate Governance

The Policy and Corporate Governance function leads on the strategic policy, planning and governance functions of the Chief Executive Department. The role of the function is to lead and coordinate the delivery of the corporate strategies, initiatives, and programmes that deliver on the Commitments against the Council's Grand Challenges.

In performing this function Policy and Corporate Governance are responsible for ensuring the delivery of best value and our local code of governance.

Key activities include:

- **Strategic Planning** - leading the development of the council Strategic Plan to implement the council's vision, supported by a governance and performance framework that ensures clear accountability, tracks delivery, manages dependencies and informs the work of policy and scrutiny committees.
- **Policy Development and Coordination** - leading and contributing to a range of policies, programmes and initiatives that deliver the council's ambitions and commitments at regional, city and community level.
- **Governance and Performance** - designing and implementing a governance framework to support the implementation of the Strategic Plan at all levels of council activity, including one performance management framework which will bring the performance monitoring required for the Community Planning Partnership and local structures such as Area Partnerships into one streamlined, efficient and transparent process.
- **Operational Performance and Delivery Scrutiny Committee** – coordinating and taking responsibility for the reporting of performance papers and other papers as appropriate to the scrutiny committee.
- **Business Planning** – designing and implementing annual business planning for services and ALEOs.
- **Risk Management** - ensuring that strategy development and its delivery is informed by risk management to support better decision making and future strategic planning. Implementing the outcome of the Corporate Governance Review to elevate risk management throughout the council's management structures.
- **City wide Engagement** - leading and advising on significant engagement and consultation in the city, such as the budget and climate action, or emerging issues in the Strategic Plan. This includes the Household Survey, budget consultation and one off Citizen Assemblies.
- **Open Government** - driving and supporting the council's award winning approach to open government and implementing the annual action plans as required.
- **Equalities** - leading the development, engagement and co-ordinated delivery of the council's equality outcomes, ensuring equality is embedded in governance arrangements and leading on the development of equalities policies through the relevant working groups, WECCE Committee and CAC as required.
- **Consultations and Inquiries** - leading on the coordination and governance as required for local and national consultations and inquiries including the current Covid Inquiry.
- **Gaelic Language Plan** – implementing the plan in line with the council's strategic priorities and statutory responsibilities.
- **National organisations** - nurturing and maintaining strong working relationships with national partner organisations, such as Cosla, the Scottish Government and Solace.
- **Wellbeing, Equalities, Communities, Culture and Engagement City Policy Committee** – lead on the development and implementation of the workplan for the

committee and its sub-groups following a review of the terms of reference, remit and workload to ensure it is governed appropriately.

C. Economic Development

Economic Development transferred into the Chief Executive's Department in April 2021.

Building on the work of the Glasgow City Region (GCR) Intelligence Hub in the development of the Regional Economic Strategy, the Glasgow Economic Strategy focuses on addressing three grand challenges:

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

Economic Development is structured under a number of functional areas, each with responsibility for delivering elements of the Glasgow Economic Strategy 2022-2030:

1. Business Growth

By delivering a range of business support services - including Business Gateway - our team of experienced advisers help businesses start up and grow.

The team offers support to organisations at all stages in their life-cycle, from pre-start and pre-revenue, through to mature companies with high growth potential.

The Glasgow Business Growth Framework offers expert support across a range of areas and was developed in collaboration with the private, academic and third sectors. It provides access to a level of city-led support unrivalled in the UK

In addition, we provide a dedicated programme of capacity building support to the social enterprise sector, as well as the opportunity to support Co-operatives and businesses looking to transition to being employee-led.

The Business Growth team continues to offer dedicated advice to our key sectors, including Digital & Tech, Advanced Manufacturing & Engineering and the Creative Economy. The team has also launched a programme of Green Business Support, developed with industry and the Green Economy Unit, to support Glasgow businesses to reduce their carbon footprint and transition to net zero and climate resilience.

2. Digital Economy

The purpose of the Digital Economy function is to maximise the benefits of exploitation and leveraging of digital technology to support a vibrant, sustainable and inclusive digital economy.

This comprises a number of aspects which are mutually supportive:

- Ensuring the city attracts and grows the required digital foundations including skills, innovation environment through the lens of the regional technology ecosystem, connectivity and infrastructure
- Driving digital inclusion, including skills and accessibility
- Increasing numbers and growth of digital/tech businesses
- Driving digital adoption and exploitation

- Developing close linkages with industry to ensure young people have the skills required to access employment in the tech sector
- In partnership with DYW and Education promote digital tech careers to young people and excite them of the possibilities
- Address future digital/tech skills challenge with partners
- Better connect start-ups and scaleups with investors and corporates, providing real-time insights on the health of the regional innovation economy and showcasing Glasgow City Region's wider tech ecosystem to the world.
- Drive increased levels of venture capital into the technology ecosystem to support areas of established and emerging regional cluster strengths in healthtech and precision medicine, net zero/climate technologies, space, fintech, quantum and photonics, advanced manufacturing and the digital and creative economy.
- Bolster tech ecosystem connectedness for local businesses and entrepreneurs through a vibrant market square of activity with international reach that enables learning, networking and ideas exchange.
- Encourage private investment in digital infrastructure to improve connectivity across the city, especially in underserved areas. Support private infrastructure investment through Council processes by reducing barriers.
- Provide a firm foundation for the growing digital economy by proactively engaging with the digital infrastructure industry to ensure a robust and future proofed mobile and fixed connectivity foundation that enables both resilience and competition.
- Work with key stakeholders (digital infrastructure industry, housing sector, public sector partners and investors) to support digital inclusion by increasing the availability of affordable and fit-for-purpose connectivity options.
- Develop and implement digital master planning policies that exploit opportunities to support access, affordability and competition in provision of connectivity for all.

3. Employment & Skills

Economic Development has responsibility for the design and delivery of local integrated employability services in line with the national No One Left Behind agenda. This means working with partners to co-design, co-commission and monitor compliance of employability provision that supports those furthest from the labour market or experiencing in-work poverty.

No One Left Behind is a strategy that aims to put people at the centre of the design and delivery of employability services. Economic Development lead on the management of the Local Employability Partnership (LEP), which exists to provide strategic direction and leadership to this agenda. The LEP is accountable for directing investment of employability funding that has been allocated to the city.

4. 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. Key aims of this approach are:

- To enable the city's businesses to take opportunities for generating and selling green goods and services and supporting decent jobs in the green economy.

- To engage with partners in key discussions around securing the huge investment needed to decarbonise the city and exploring associated models of finance, especially in relation to the built environment and transport.
- To bring a strong social justice element to all work in order to protect Glaswegian communities in the transition to a cleaner and greener economy and society.

Economic Development has invested in new resources to support this agenda, with a particular focus on understanding models of climate finance and how the city can acquire the capital it needs to deliver on its 2030 ambitions.

5. Innovation

Economic Development works with a range of key partners from the academic and business communities to support innovation in the city. This agenda looks to increase productivity, grow high value jobs and support inclusive growth through new products and processes, as well as new ways of working. It draws on Glasgow's rich history of invention, entrepreneurialism and collaboration and links with the two Innovation Districts established in Glasgow itself as well as the Glasgow City of Science & Innovation partnership.

The work of Economic Development on innovation is aimed at securing the following objectives:

- Enhance levels of venture capital and general Research and Development investment in identified growth sectors, such as space, life sciences, photonics and advanced manufacturing
- Stimulate new business development and growth across existing companies and emerging SMEs
- Bolster the visibility of Glasgow's 'innovation offer' domestically and internationally, ensuring that the city's reputation matches its capabilities
- Support the development of innovation clusters in the city which focus on key sectors and harness both local strengths and comparative advantage
- Address future skills needs with partners
- Enhance capacity for translational research leading to market opportunities from universities and businesses
- Bolster ecosystem connectedness for local businesses and entrepreneurs through a vibrant market square with international reach that enables learning, networking and ideas exchange
- Acquire and disseminate learning through working alongside two peer UK city-regions on an Innovation Accelerator programme.

6. Invest Glasgow

Invest Glasgow (IG) offers a comprehensive range of support and guidance, providing one point of contact to all foreign director investors, property and capital investors, developers or businesses from elsewhere in the UK who are considering investing, setting up or expanding in the city.

IG are dedicated to encouraging and assisting investment while promoting the Glasgow metropolitan area as one of the most investor and business-friendly locations in the UK and Europe. IG takes a proactive approach to attracting investment via our high-quality marketing initiatives and website, bespoke inward investment digital tools and on-going lead generation.

Our free services to investors include:

- Investment advice – Why Glasgow
- Bespoke/discretionary financial incentives
- Access to partners and networks
- Signposting to other internal and external sources of support
- Access to Scottish research capabilities
- Location and property advice
- Dedicated aftercare

The Inward Investment Manager also oversees the Glasgow Film Office – established in 1997 to provide a "one stop shop" to support the logistical needs of film and television production. Working in close consultation with Council departments, local location owners and businesses the GFO guarantees that Glasgow maintains its position as a fully supportive and film friendly location.

7. 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.

D. Financial Inclusion and Transformation Team (FITT)

FITT plays a pivotal role in delivering on the Strategic Plan's Grand Challenge to '*reduce poverty and inequality in our communities*'.

Our team ambition is to: '***Eradicate poverty and deliver whole system change***'.

Guided by the [Christie Principles](#) our team works to mitigate against poverty in the short term, whilst in the longer term, implement change processes that fundamentally reframe service provision in the city.

FITT operates across three specific areas: strategy, development, and test of change. These three strands help us to innovate and test new ways of working.

1. Child Poverty Pathfinder Team

This multi-agency resource was established to address barriers in the system. This team has a particular focus on tackling child poverty and using learning to inform whole system change. The Pathfinder is led by Glasgow City Council and Scottish Government. It occupies an integral position within the wider national Child Poverty Strategy.

The No Wrong Door (NWD) model streamlines access to 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 Pathfinder is working with services and organisations across the third, public and RSL sectors, to co-produce an NWD model that works best for Glasgow. To date, almost 130 organisations have pledged their commitment to shaping this approach.

Glasgow's Child Poverty Pathfinder has also undertaken work to better understand the barriers that prevent system change. This work looks at how we share and use data, how we design and deliver funding and commissioning models, and how we demonstrate accountability.

Early successes from this work include improved data sharing protocols between Third Sector, GCC and Department for Work & Pensions. Besides improving our general understanding of poverty in the city, this work helps us to coordinate data to better inform service provision.

The Child Poverty Pathfinder has built strong relationships with colleagues in Children & Families Services to share learning. The work looks to transform the offer for accommodated children and young people. It also provides significant insights for the Pathfinder on the delivery of wholesale system change.

The work of the Pathfinder and Children & Families Services has reinforced the importance of service collaboration in providing person centred support. The experience demonstrates that this approach works both in times of crisis and as a preventative measure.

Glasgow's Community Planning Partnership (GCPP) is currently refreshing the city's Local Outcome Improvement Plan (LOIP). This will make tackling family poverty a key priority for

our city partners. It will place prevention and early intervention at the heart of what we do. The inclusion of a child poverty priority in the recently published Integrated Children's Services Plan, provides a further opportunity to strengthen the city's collective resolve.

This shared responsibility allows for targeted action on the GCPP's place based agenda. It provides an opportunity to align our action planning processes and accountability frameworks. Community Planning Partners are requested to participate as appropriate in the more detailed development of actions and be prepared to undertake targeted activity.

2. No Wrong Door Test of Change

A closer alignment of the Improving the Cancer Journey, Long Term Conditions and Glasgow Helps services allows us to provide a consistent person-centred holistic support offer, across the city. We will continue to test approaches, identify joins, and explore opportunities to permanently host this combined holistic service.

3. Financial Inclusion Review

Work with the Glasgow Advice & Information Network (GAIN) and other relevant parties is continuing. This work allows us to consider the present situation and establish how we might better meet the financial inclusion needs of our citizens in the future. We seek to collaborate and align existing Financial Inclusion (FI) services with GCC's strategic priorities and potentially co-produce a new model for the delivery of FI in the city.

In the early part of 2024, we will work with GAIN to reimagine FI service delivery in the city.

E. Glasgow City Region Programme Management Office

The Glasgow City Region Programme Management Office (PMO), based in Glasgow but with secondees from across the Region, 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 12 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

Eight neighbouring local authorities across back to work. The projects are also improving transport connectivity, driving business innovation and growth and leveraging billions of pounds of private sector investment.

A Programme Management Office, based in Glasgow as the Lead Authority, administers and manages the Programme of 21 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.

F. Human Resources (HR), Organisational Development (OD), Equal Pay (Job Evaluation & Pay and Grading), Health & Safety/Resilience

The Glasgow Family HR community including Organisational Development, Job Evaluation, Health & Safety and Resilience Team 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. 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 and guidance to ensure the development of employees to meet the objectives of the Council.

Corporate Health and Safety provides policy and central frameworks which ensure that all statutory and regulatory H&S arrangements are effective across the council and the Resilience team plan for major incidents which could potentially occur within the city.

Strategic HR CE/FS builds and maintains reliable and flexible HR and people management frameworks with Chief Executive's and Financial Services, 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 this team.

The Job Evaluation team manage the current ongoing JE activity across the organisation and the Pay and Grading project is managed and delivered by HR, combined these projects are responsible for the Equal Pay programme under the sponsorship of the Director of Communication and Corporate Governance.

G. 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:

1. Licensing and Democratic Services, which comprises of

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 licence 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.

2. Legal Services, which comprises of:

a) Litigation and Registration Service

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.

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 and Birth registrations), National Records Office for Scotland (Legislative Body for Registration in Scotland) and the Home Office and Immigration Service (British Citizenships and Marriage and Civil Partnership Referrals).

b) 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 Council Family Review, People's Palace, People Make Glasgow Communities, World Indoor Athletics, Future of ICT (FICT), replacement of strategic payroll and payments system (ERP), Empty Homes, City Deal infrastructure projects, Glasgow Health and Social Care Partnership, Glasgow Recycling and Renewable Energy Centre, Community Renewable Energy Framework (CREF), Climate and Sustainability projects, NRS Development Working Group, Kelvin Hall Redevelopment, Laurieston, Sighthill, and other Transformation Regeneration Areas, Strathclyde Pension Fund investments, as well as emerging projects such as the Clyde Metro Project, and the National Care Service for Scotland.

At a business-as-usual level our 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, grants (eg Shared Prosperity Fund), information technology, intellectual property, pensions, planning, property matters (including common good, disposals, acquisitions, compulsory purchase orders, Asset Maximisation, capital receipts programme, leases and associated work with the Council's investment property portfolio for City Property), roads maintenance and traffic regulation, subsidy control, and sustainability.

c) 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 4,000 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 now sit within this team, together with the Council's paralegals. All aspects of data protection for the Council family are handled including data sharing and processing agreements, data breaches and complaints. As well as supporting the freedom of information and data protection work, the paralegal team deal with a wide range of legal issues such as the awards of contract and property title deeds.

3. Corporate Procurement Unit (CPU)

The Council currently has a commercial spend profile of £665m relating to the procurement of goods, services and works. This increases to £807m across the entire Council family and is split into 65 commodities.

The CPU manage 48 of the 65 commodities and influence approximately £311m of the £630m commercial spend. The HSCP is responsible for the procurement of care related commodities which covers approximately £319m 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 2023-2027 (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, 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 Procurement Reform Scotland Act 2014 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 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.

The 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. From implementation of the Council's Corporate Procurement and Commercial Improvement Strategy 2018-2022 the Council has achieved the following Community Benefit Outcomes:

- Skills and Training – 478 outcomes delivered
- Supply chain Development – 116 outcomes delivered
- Community engagement – 367 outcomes delivered
- Industry recognised qualifications – 175 outcomes delivered
- Financial Contribution - £360,000

Since Implementation of the new Strategy, the Council has achieved the following Community Benefit Outcomes:

- Skills and Training – 142 outcomes delivered
- Supply chain Development – 32 outcomes delivered
- Community engagement – 79 outcomes
- Industry recognised qualifications – 7 outcomes delivered
- Financial Contribution - £175,000

H. Strategic Information, Innovation & Technology

In April 2018, the Council entered a seven-year contract with CGI for the provision of ICT and transformation services and decided to support this contract by creating a new “intelligent client” function within the Chief Executive Department.

The Strategic Information, Innovation and Technology (SIIT) team provides this function and its broad remit includes:

- provision of strategic IT direction;
- managing the ICT contract and service delivery;
- co-ordinating ICT and business change activities across the Council Family;
- working with CGI 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 SIIT Team operates across the following seven core areas, each of which provides a specific focus that ensures the Council exploits the use of digital, data and technology to enable and underpin delivery of strategic objectives across the Council Family and to ensure the best and most efficient service for the Council, citizens, businesses and visitors:

1. Technology
2. Business intelligence
3. Information management
4. Business partnerships
5. Business architecture and analysis
6. Service management
7. Business Continuity
8. Future of Digital and ICT Services (FICT) project

The SIIT team also 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, 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 CGI’s 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 also 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 SIIT, into CGI, 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 and technology 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 SIIT 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 CGI's performance to ensure accountability, in line with contractual obligations. The Team also leads the Council Family's role in incident and change management.

The SIIT Team 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.

With the current ICT contract due to expire in March 2025, a key priority for the SIIT Team is the **Future of Digital and ICT Services (FICT)** project. Established to identify and appraise the options available for the delivery of ICT services beyond this date, the project has secured approval for the Road to Multi-Source Strategy (R2MS) that will see the Council transition from a single supplier for ICT services (CGI) to a multi-source model with a number of suppliers providing specific elements of the ICT service. This will be supported by the establishment of an in-house service integration and management function (SIAM) to co-ordinate, performance manage and govern these contracts and suppliers.

I. 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.

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.

The Public Relations Office also take forward the following:

- Proactive communication and campaigns for each service portfolio – examples at the moment include the Low Emissions Zone (LEZ), 20mph, city centre task force, budget savings.
- Reactive communications – responding to daily media enquiries
- Crisis communications for service areas
- Emergency and resilience communications
- Communications for events
- Election communications
- Communications planning for service areas
- Communications for committees and reports
- City Convener communications
- On call duty press officer out of hours
- Communications advice and support to Exec Directors and senior officers

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 has 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 - Highlights and Impacts

The following are some selected highlights of activity across the Chief Executive Department in 2023/24. A more detailed list of highlighted activity related to Strategic Plan delivery across the Council Family will be published in the Annual [Performance Report](#) in autumn 2024.

- **Communities Team (including Community Justice)**

Continued to progress and support work which promotes community voices and input into the decisions made by the Council.

- **Policy and Corporate Governance**

In September 2023 Glasgow won the European OGP 2023 award for 'Citizen Power' in the Inspirational Reforms category for devolving power at a neighbourhood level, enabling all citizens to be heard, included, and in control of the things that directly affect their lives. This recognition of the innovative work around the Neighbourhood Infrastructure Fund and involving young people is testament to the work being undertaken by the Policy and Corporate Governance and Centre for Civic Innovation on Citizen Power, and the ambition and [progress of Glasgow on Open Government](#).

- **Economic Development**

[Glasgow launched its Investment Strategy for 2023-30](#)

[Published the 2023 Invest Glasgow Annual Report](#)

Glasgow is the number one large European city for strategy in attracting overseas investment, ranking the city above Bilbao, Porto, Dusseldorf and Gothenburg. Securing recent Investment Zone status will pump £80m into the local economy improving infrastructure, business support, skills and fair work.

From 2012 – 2023, Invest Glasgow has secured 225 Foreign Direct Investment projects; raised £3,060m in capital expenditure; and created 13,342 jobs. Our new economic investment strategy is designed to increase opportunity and prosperity for all our citizens, ensuring Glasgow remains an attractive place to invest, do business and work.

- **Financial Inclusion and Transformation Team**

Published an overview of work undertaken to [reduce child poverty in Glasgow](#)

Families are looking for earlier and more consistent support with fewer barriers to access, better communication between services and professionals, and more information on services that are available. Our Family Support Offer and [Child Poverty Pathfinder work](#) is ensuring this happens. Glasgow Child poverty levels are back to pre-pandemic levels 24% down 2%.

- **Glasgow City Region Programme Management Office**

Updated on the [work of the Glasgow City Region Programme Management Office and the Region's Intelligence Hub](#).

The Programme Management Office is responsible for a range of [City Region](#) initiatives. The latest successful investment is a share of £36m as one of the UK 5G Innovation Regions.

Our 5G project will deliver wide-ranging economic and community benefits demonstrating the demand for, and benefits of 5G and advanced wireless technologies across the social housing and health and social care sectors.

- **Human Resources (HR), Organisational Development (OD), Equal Pay (Job Evaluation & Pay and Grading), Health & Safety/Resilience**

Launched our [Youth Employment Strategy](#) which explicitly supports our aim to increase opportunity and prosperity for all our citizens – attracting the brightest and best from our schools, educational institutions and communities. This workforce strategy will help young people to unlock their potential and flourish in their career, as our future workforce and leaders.

- **Legal and Administration Services**

Our Procurement Team repeatedly demonstrate their ability to achieve best value for Glasgow. This was demonstrated at the [GO Excellence in Public Procurement Awards 2023-24 by being Highly Commended in the Social Value Award category](#) for 'Community Benefits Supplier Recognition Scheme' and Highly Commended in the Sustainable Procurement Award category for the Burrell Renaissance Project.

- **Strategic Information, Innovation & Technology**

Continued work to engage all stakeholders in a way which has supported the recent publication of our updated [Council Digital Strategy](#).

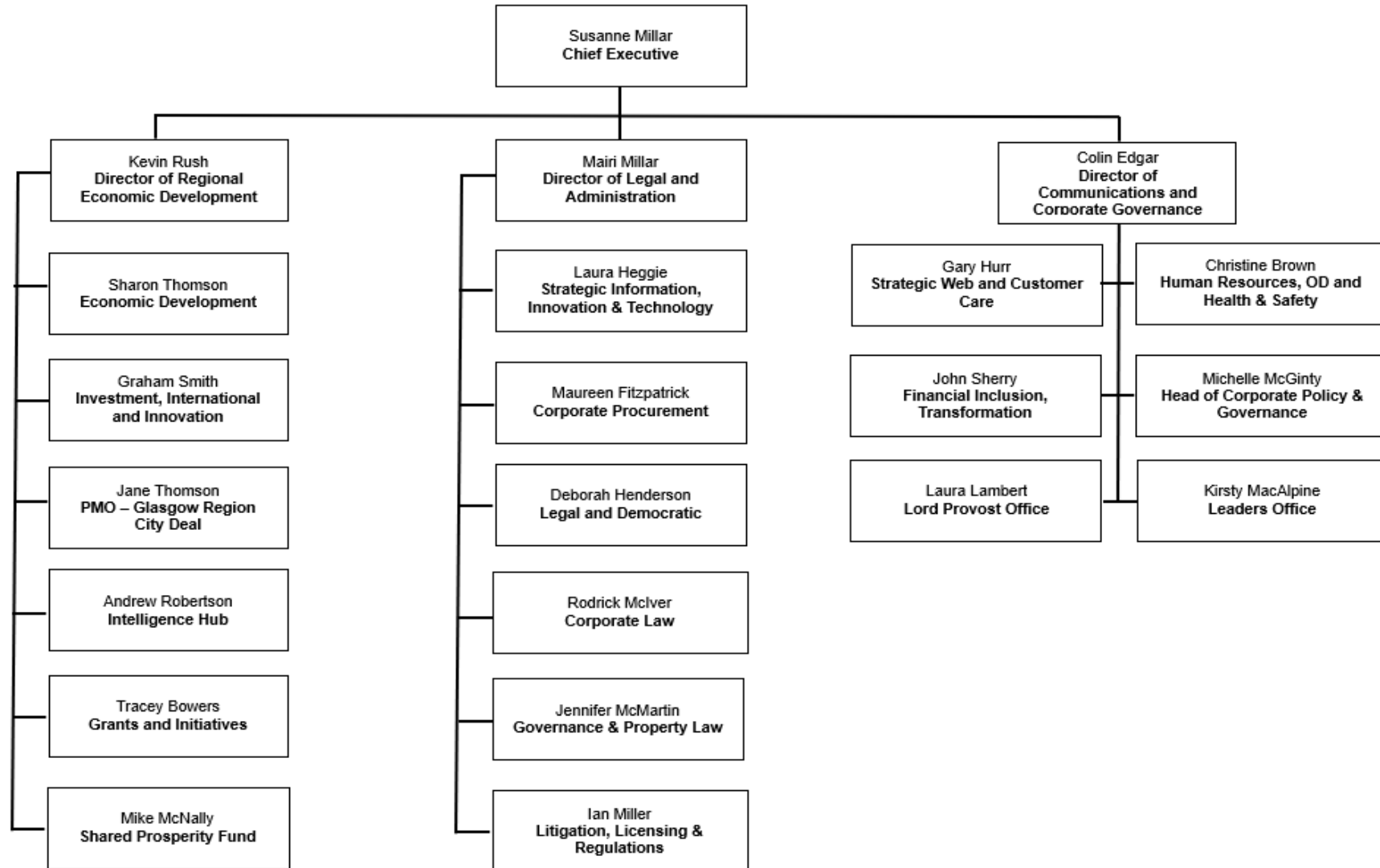
- **Strategic Partnership and Communication**

Over 11 days in August 2023, during the [UCI Cycling World Championships Glasgow](#) enjoyed world-class sporting action or enjoyed the GO LIVE! programme of more than 50 free cultural and community participation events; complemented by 65 acts official fan zone in George Square, supported by 1,800 Champs Clan volunteers.

An [independent report from Ernst and Young](#) has highlighted the socio-economic benefits of the UCI Cycling World Championships, held in Glasgow and across Scotland last August. Nearly a million spectators gathered to enjoy the events, resulting in a total visitor spend of £220m and creating over 5000 jobs.

The report also found that: 79% of residents said they intended to cycle more; 95% of residents said they were proud to see their region host the event; 91% of spectators were likely to recommend Scotland as a holiday destination.

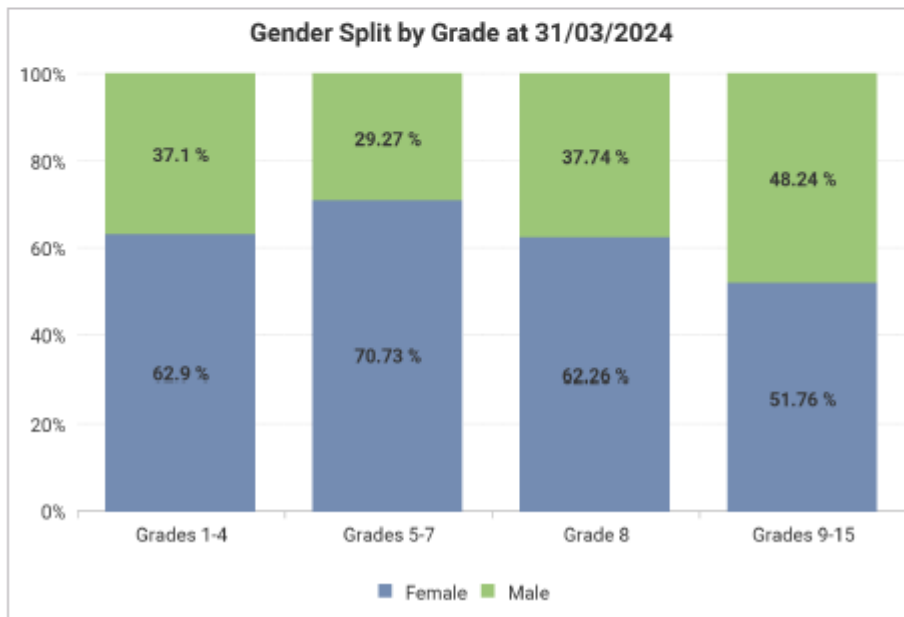
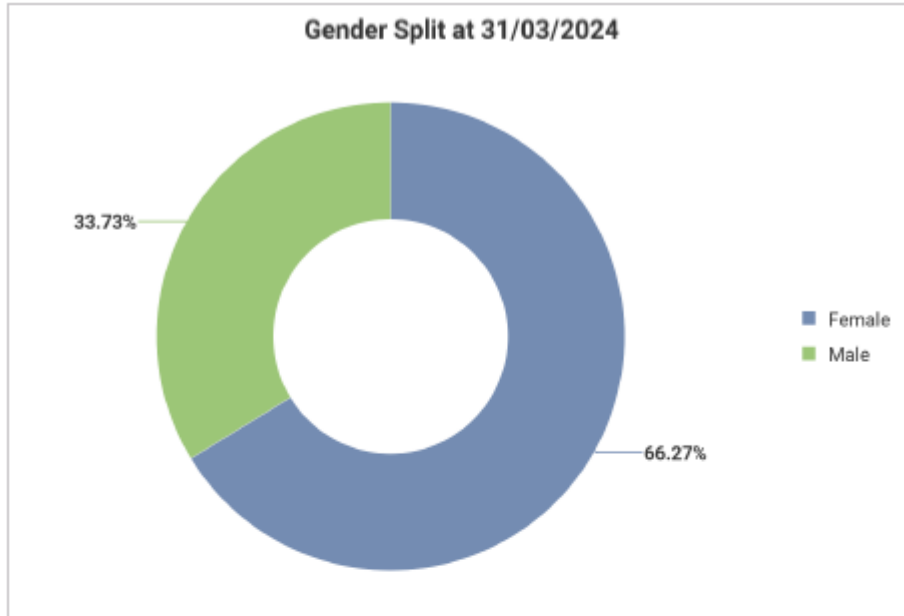
Chief Executive Department: Organisational Structure



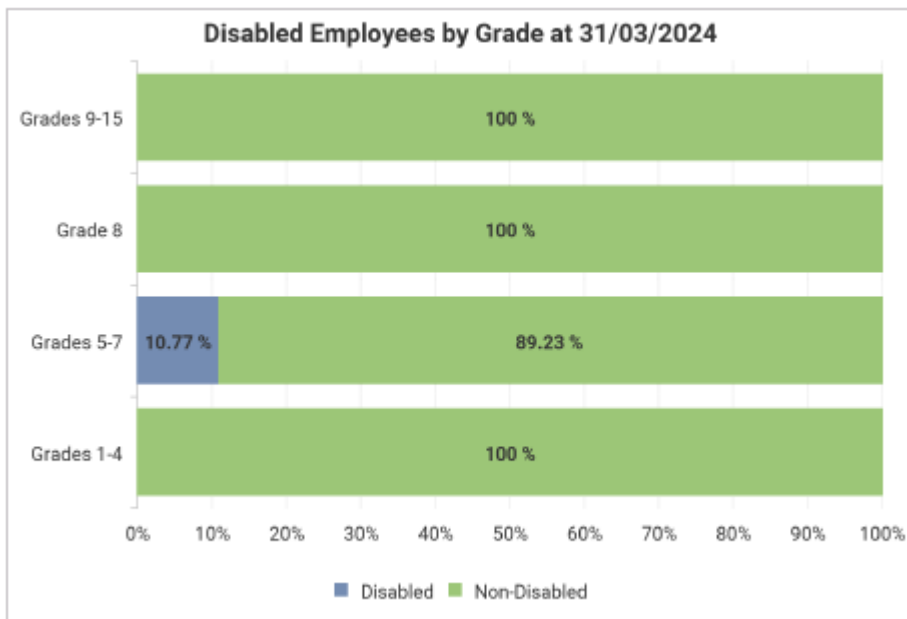
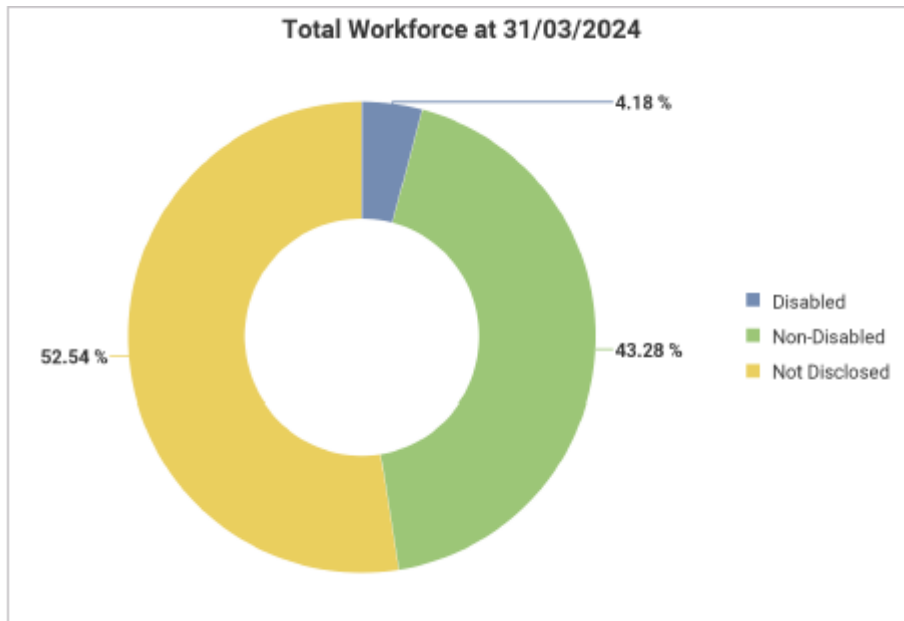
Chief Executive's Department Staffing

The Department's staff number is now 670. The images below provide an overview of our staffing by gender, ethnicity and disability by grade as at 31 March 2024.

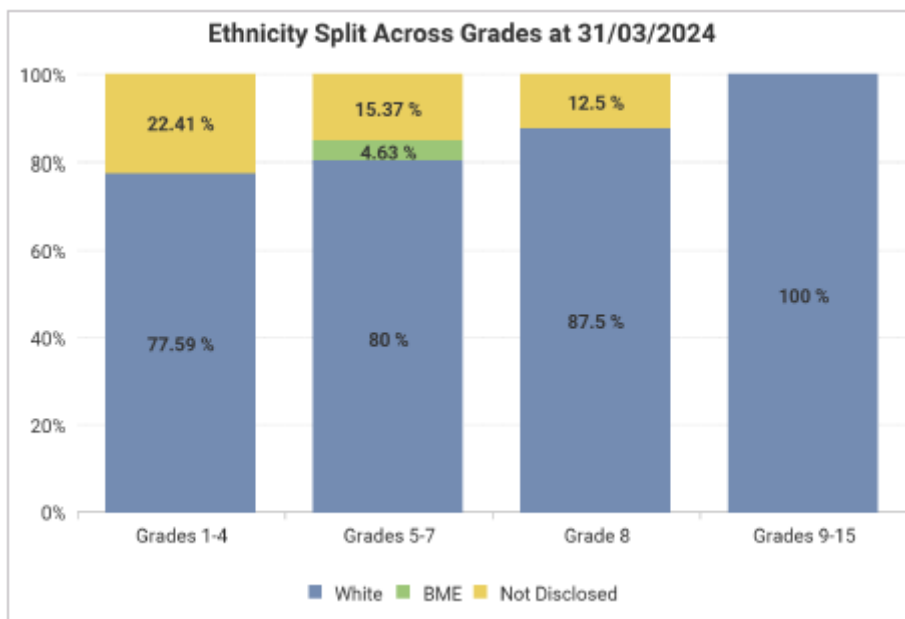
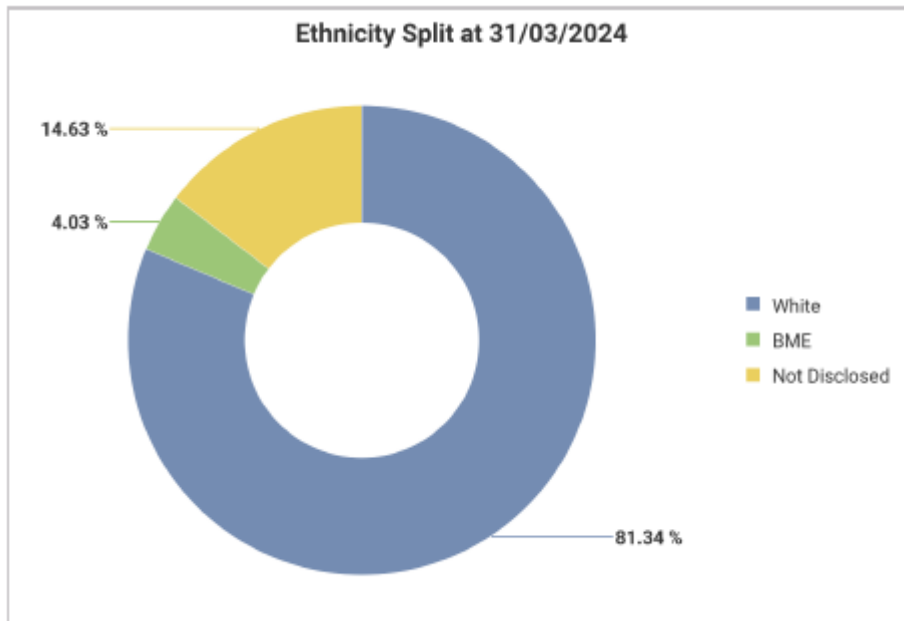
Gender



Disability



Ethnicity



Financial resources: Budget

This section summarises the **Chief Executive's Department's** budget for **2023/24** and **2024/25**. It should be noted that the financial reporting structure has been updated for 2024/25, further details provided after the tables. The approved budget is shown below:

2023-24 Approved Net Expenditure Budget	2024-25 Approved Net Expenditure Budget
55,732,500	62,022,800

2023/24 Budget (£)	Expenditure	2024/25 Budget (£)
	0 Communication and Corporate Governance	9,712,900
5,794,600	Human Resources	4,512,700
6,781,600	Transformation and Financial Inclusion	7,216,600
10,735,400	Legal and Administration	11,476,600
48,595,800	ICT	48,090,600
18,511,100	Economic Development	42,469,900
2,737,800	Procurement	0
23,973,100	Community Empowerment Services	0
5,607,500	Chief Executive's Office	0
122,736,900	Direct Departmental Expenditure	123,479,300
-47,205,500	Central Charges	-43,749,500
75,531,400	Total Expenditure	79,729,800
Income		
	0 Communication and Corporate Governance	294,400
933,100	Human Resources	314,800
634,800	Transformation and Financial Inclusion	477,700
6,036,100	Legal and Administration	6,815,700
8,131,100	ICT	8,131,100
1,557,800	Economic Development	1,673,300
1,061,300	Procurement	0
884,000	Community Empowerment Services	0
560,700	Chief Executive's Office	0
19,798,900	Direct Departmental Income	17,707,000
55,732,500	Net Expenditure	62,022,800

Subjective Analysis

2023/24 Budget		2024/25 Budget
(£)	Expenditure	(£)
42,346,000	Employee Costs	38,938,700
388,100	Premises Costs	376,700
40,700	Transport and plant	40,700
10,812,000	Supplies and services	12,543,500
37,283,800	Third party payments	37,707,200
32,471,100	Transfer payments	34,679,200
-604,800	Transfer to capital	-806,700
122,736,900	Direct Departmental Expenditure	123,479,300
-47,205,500	Central Charges	-43,749,500
75,531,400	Total Expenditure	79,729,800

2024/25 Finance Reporting Restructure

Following the outcome from the Council Family Review of Chief Executive's Department it was proposed that the financial reporting structure required to be updated to reflect the current managerial structure. This was agreed to be implemented from the 2024/25 financial year. The new objective heads are as follows:

- Human Resources
- Legal and Administration
- Communication and Corporate Governance
- Transformation and Financial Inclusion
- ICT
- Economic Development

The main changes are that Procurement now forms part of Legal and Administration, Chief Executive's Office is part of the new Communication and Corporate Governance and Community Empowerment Services have been restructured and split between Communication and Corporate Governance and Economic Development.

2023/24 Outturn Position

The Outturn position to be reported to the **City Administration Committee** in June 2024.

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

2023/24 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 identified in [Council Strategic Plan 2022-2027](#) which was published in November 2022.

Our Strategic Plan puts the challenges and aspirations of Glaswegians at the heart of every council decision. It will shape 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 will also ensure that citizens are central to how we take decisions.

Setting out four key challenges and more than 230 commitments on how all council services will help address them, the Plan will 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.

Strategic Plan Reporting 2022-27

Ongoing oversight and scrutiny of the Glasgow City Council [Strategic Plan 2022-27](#) is undertaken by the [Operational Performance Delivery and Scrutiny Committee](#).

The Chief Executive Department are responsible for the development of a number of Strategic Plan commitments which are predominantly contained in Grand Challenge 1 (Reduce Poverty and Inequality in our Communities) and Grand Challenge 4 (Deliver Essential Services in a Sustainable, Innovative and Efficient way for our Communities)

Examples of Grand Challenge missions which have been reported on include:

Grand Challenge 1 - Reduce Poverty and Inequality in our Communities

Mission: Prioritise anti-poverty policies and actions to improve wellbeing and tackle root causes of poor health.

Mission: Prioritise Glasgow's most vulnerable households while continuing to deliver universal support services.

Mission: Continue to deliver the Glasgow Helps project.

Grand Challenge 4 - Deliver Essential Services in a Sustainable, Innovative and Efficient way for our Communities

Mission: Implement the recommendations of the review of the Glasgow Communities Fund and develop partnership approaches to funding of core and priority services.

Mission: Work with partners to mitigate the cost-of-living crisis for staff.

Mission: Explore Green Finance mechanisms and options to raise money to fund the Glasgow Green Deal.

Revenue and Capital Budget Change

The pace and scale of reform of our services enables us to respond to the current and future service and financial challenges.

The Chief Executive's Department has a net Budget Change of £3.779 million, reflecting Revenue Investment of £5.200 million and Savings of £1.421 million.

The department will achieve its savings target by service reform.

A summary of the budget strands to be delivered within the Chief Executive's Department in the coming year are included below.

Service Budget Change Summary 2024-2025

Revenue Budget Change Summary				
Ref	Title of Budget Change	Reason for Change (all that apply) (Investment, Income Maximisation, Renewal Activity, Resource Redirection)	Council Strategic Plan Theme	Financial Impact (£000)
				2024/25
24CE13	Review of City Building Apprenticeship Funding	Service Reform	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities	-527
24CE18	Review of Resources - HR	Service Reform	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities	-400
24CE19	Review of Resources – Other	Service Reform	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities	-436
24CE40 (Part)	Service Redesign and Future Income Generation	Service Reform	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities	-58
24CE31	Children's Holiday Food Programme	Investment	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities	1,500
24CE39	Bringing Property in to Productive Use	Investment	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities	1,700
24CE40	Support for Service Redesign and Future Income Generation	Investment	Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities	2,000
Total				3,779
NET BUDGET CHANGE (£)				3,779
NET BUDGET CHANGE (%)				6.49%

Strategic Plan Commitments and Service Priorities 2024-25

CED Service Department	Action/ Delivery area	Grand Challenge/ Service Priority	Timescale
Policy Corporate and Governance	Continue to develop Performance Manual approach through Strategic Performance Working Group. Update to be reported to Scrutiny Committee autumn 2024	GC1	2024-25
	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	2024-29
	Implement and roll out Climate Change Impact Assessment toolkit and Training Module in conjunction with NRS	GC3 Mission 2	Nov 2024
	Continue to deliver Equality Impact Assessment Training	GC4 Mission 2	2024-25
	Report on the Mainstreaming of Equality Outcomes, and Develop the new Equality Outcomes for 2025-2029, consultation events with staff, third sector organisations and elected members to be completed for end of the year New Equality Outcomes to be published in Spring 2025	GC4	2024-25
	Scope Open Government Action Plan approach with Stakeholders and Elected Members in autumn 2024, and set agreed parameters for Action Plan development	GC4 Mission 2	2024
	Continue to Roll Out Senior Management Team Risk and Performance Reporting Framework	GC4	2024

CED Service Department	Action/ Delivery area	Grand Challenge/ Service Priority	Timescale
	Revision of Corporate Risk management Policy and Framework including training	GC4	2024
Communities Team (including Community Justice)	Support to Community Councils through targeted development programmes and networks to share knowledge, skills and experience amongst Community Councillors and with representatives from the Council family, Community Planning Partners and service providers Work is also ongoing in the development of or reestablishment of community councils in localities that currently don't have a community council;	GC4 Mission 2	2024-25
	Building on the existing citywide community engagement group to ensure best practice and shared practice in all community facing work across the Council family;'	GC4 Mission 2	2024-25
	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	GC4 Mission 2	2024-25
Economic Development	During Financial Year 2023/2024, the Business Growth team delivered 83 individual grants to start-ups, approved digital support for Glasgow SMEs, and awarded expert growth support to 108 Glasgow businesses.	GC2 Mission 1	2024-25

CED Service Department	Action/ Delivery area	Grand Challenge/ Service Priority	Timescale
	<p>In terms of business start-ups supported, it is projected that the figure will be similar to 23/24.</p> <p>The Green Business Support offer continues to develop at pace; to date 16 Green Business grants have been awarded, and the team has agreed a City Region partnership with the University of Strathclyde to offer carbon baselining reports to Glasgow-based SMEs.</p>		
	<p>Glasgow now has more than 83% coverage of Gigabit capable connectivity, which is above the UK coverage of 76% (OFCOM Connected Nations report 2023). This is up 16% as measured from Sept 2022.</p> <p>Work is underway in Glasgow, with committed investment from a number of providers of gigabit (and full fibre) capability, to provide full geographical gigabit-capable coverage of Glasgow by 2025.</p>	GC4 Mission 1	2024-25
	<p>The funding landscape for employability is changing. The 2023/24 programme consisted of £18.5m funding, which was a combination of investment from the UK Shared Prosperity Fund, Scottish Government No One Left Behind, and core Council funding for the Glasgow Guarantee. The 2024/25 funding will be at a similar level, and will be used to continue the delivery of employability and skills provision across 50 projects that are delivered by public, private and third sector partners.</p>	GC2 Mission 1	2024-25

CED Service Department	Action/ Delivery area	Grand Challenge/ Service Priority	Timescale
	<p>The division continues to progress the development of a new employability pipeline through a design process that is based on the Scottish Approach to Service Design, with support from the Council's Centre for Civic Innovation.</p> <p>This design process will result in a framework that maps out Glasgow's funding priorities and sets out the full extent of activity that will be in place from May 2024. This will be implemented with measurable outcomes and outputs.</p>		
	<p>Economic Development led the development of the Glasgow City Region Innovation Accelerator programme across 2022/23 and the selection of eleven key projects to receive almost £33 million of UK Government funding at the start of 2023. The service continues to link to these projects and to convene them regularly in order to support their progress and further investment opportunities. The current programme is being delivered through to April 2025 and has already attracted significant additional funding through external investors.</p>	GC3	2024-25
	<p>With a focus on the third grand challenge, the climate emergency, the climate investment role in the department is to create the conditions to match private sector funding with the climate ambition for the city.</p> <p>In order to encourage the private sector to invest and even help deliver climate related projects, the next step is to create a</p>	GC3 Mission 2	2024-26

CED Service Department	Action/ Delivery area	Grand Challenge/ Service Priority	Timescale
	space where both the private sector and public sector can work together to achieve the city targets. Over the next two years (2024-2026) a specialist team, with support from both internal council and external specialist, will be tasked with designing the models and provide the recommendations on how Glasgow can achieve its aspirations		
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 have refreshed Child Poverty Governance arrangements across the council and created a Child Poverty Steering Group supported by a Child Poverty Coordination Group.	GC1 Mission 1	2024-25
	Identify and progress innovations that provide opportunities to address systemic barriers to more effective working. As part of the pathfinder we are working with SG around funding flexibilities and also alignment across a range of policy areas. We also intend to continue to make significant strides on how we collect and use data to create the necessary insights which enable targeting our resources effectively.	GC1 Mission 1	2024-25
	Develop services that focus on the provision of whole person/family support. Glasgow Helps is now working as an embedded service and we have developed links with other	GC1 Mission 1	2024-25

CED Service Department	Action/ Delivery area	Grand Challenge/ Service Priority	Timescale
	<p>services such as ICJ and LTC. 2024/25 provides us with further opportunities to create links with other person centred services such as HSC Connect and Glasgow Life Live Well. This will all be part of a wider No Wrong Door initiative we are delivering in the city.</p>		
	<p>Develop and ensure delivery of local policy in relation to poverty and public sector reform. This includes the Tackling Poverty Strategy and Financial Inclusion Strategy. As well as this we will continue to work with the Child Poverty Pathfinder to evidence and inform public service reform.</p>	GC4 Mission 3	2024-25
	<p>Ensure sufficient mechanisms are in place to ensure lived experience can properly shape policy and its implementation. We have partnered with CCI and also secure Service Design support from 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.</p>	GC1 Mission 1	2024-25
<p>Glasgow City Region Programme Management Office</p>	<p>Continuing the delivery of 12 programmes within the Regional Economic Strategy Action Plan;</p>	GC3	2024-25
	<p>Collating and providing evidence for the City Deal Gateway Review 2 exercise;</p>	GC2 GC3	2024-25

CED Service Department	Action/ Delivery area	Grand Challenge/ Service Priority	Timescale
	Completing the development and beginning the roll out of a Health Inequalities Impact Assessment Toolkit for capital projects;	GC1 Mission 3	2024-25
	Completing the transition of Clydeplan and Green Network Partnership into GCR	GC3	2024-25
	Establishing the new Regional Spatial Planning Sub Committee	GC3	2024-25
	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 2024	GC2 Mission 2 GC3 Mission 2	2024
	Creating a Strategic Masterplan for Clyde Mission	GC2 Mission 2	2024-25
	In addition, conclusion of the UK Shared Prosperity Fund will take place by 31 March 2025. The GCR PMO will co-ordinate across the 8 Member Authorities and the UK Government.	GC2 GC3	2024-25
	The GCR PMO will continue 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.	GC2 Mission 2	2024-25

CED Service Department	Action/ Delivery area	Grand Challenge/ Service Priority	Timescale
	<p>Some of the key work being undertaken through the Intelligence Hub includes.</p> <ul style="list-style-type: none"> • Continuing to support local authorities and the Region to understand economic challenges / opportunities and how to address them • The further development of the GCR Innovation Action Plan • The delivery of the Glasgow City Region 5GIR (Smart and Connected Social Places) Programme • Support for local authorities attract investment into the Region 	GC2	2024-25
<p>Human Resources (HR), Organisational Development (OD), Equal Pay (Job Evaluation & Pay and Grading), Health & Safety/Resilience</p>	<p>Health & Wellbeing / Maximising Attendance</p> <p>We remain fully committed to supporting staff mental and physical health and wellbeing through the continued implementation of our Staff Health and Wellbeing Strategy 2021-2024 and to take action to ensure employees are supported to be able to attend work With both corporate and service level action plans.</p> <p>Key activities include</p> <ul style="list-style-type: none"> • The ongoing promotion of our workforce wellbeing support area on the council's external facing website as a comprehensive 'one stop shop' for a wealth of wellbeing resources and supports that are easily accessible to all staff online from any device. • Delivery of annual local and national health promotional campaigns through our monthly corporate staff news updates 	GC4 Mission 3	2024-25

CED Service Department	Action/ Delivery area	Grand Challenge/ Service Priority	Timescale
	<p>and Promotion of ongoing Scottish Government and NHS Scotland focused public health campaigns through regular corporate news updates and staff announcements;</p> <ul style="list-style-type: none"> • Development of our Inclusion Calendar including Health & Wellbeing related training to support employees wellbeing and assist managers to maximise attendance in their teams • Continued promotion and access to our Employee Assistance Programme (EAP) which provides free, 24/7 confidential information and support to help staff navigate any of life's challenges; • Our continued official workplace partnership status with See Me in recognition of our continued organisational good practice aligned to national workplace programme standards; • Continuing our partnership with Able Futures to help raise awareness of, and improve staff access to, the Department of Work and Pensions Access to Work Mental Health Support Service which provides 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 be able to attend work. 		
	<p>Pay and Grading (Current) 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>	GC4 Mission 3	2024-25

CED Service Department	Action/ Delivery area	Grand Challenge/ Service Priority	Timescale
	<p>Alongside this and working with CBS we ensure compliance with pay legislation and implementation of pay agreements.</p>		
	<p>Employment Policy & Guidance Review We continue to review our employment policies, practices, and guidance to ensure we meet or exceed legislative compliance, there are several key pieces of legislation progressing during 2024 with a summary shown below:</p> <ul style="list-style-type: none"> • Neo Natal (Care & Leave) Bill 2023 • The Paternity Leave (Amendment) Regulations 2024 • Employment Relations (Flexible Working) Act 2023 • Protection from Redundancy (Pregnancy and Family Leave) Act 2023 • Carer’s Leave Act 2023 • Employment (Allocation of Tips) Act 2023 • Workers (Predictable Terms & Conditions) Act 2023 • Updates to several pieces of employment legislation as a result of the UK withdrawal from the EU. 	GC4 Mission 3	2024-25
	<p>Workforce Planning 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,</p>	GC4 Mission 3	2024-25

CED Service Department	Action/ Delivery area	Grand Challenge/ Service Priority	Timescale
	<p>modernising our employment offerings where possible, and working with COSLA to improve the user experience of myjobscotland. Further activities in 24/25 will include extending the flexibility of media profile of GCC as an employer of choice and improving the experience of applicants.</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. Service management refresher workshops are planned for early 24/25 to ensure that operational senior line managers can deploy a consistent approach to the collective consultation requirements for organisational change which impacts employees.</p>		
	<p>Industrial Relations 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 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>	GC4 Mission 3	2024-25

CED Service Department	Action/ Delivery area	Grand Challenge/ Service Priority	Timescale
	<p>The focus on TU engagement during 2024/25 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 post reductions required to meet the savings targets.</p>		
	<p>Equality, Diversity & Inclusion (ED&I) Our Employment Equality Outcomes 2021–2025 outline our key commitments to ensure we are an inclusive and diverse employer. During 2023 we continued to deliver a suite of ED&I training within the service and across the organisation. Our four employee inclusion networks continue to grow offering quarterly events with our women’s network also introducing Menopause Cafes over the last year. As has been the case over recent years we have and will continue our work to increase BME and disabled 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 Silver Employers Network for Equality & Inclusion Disability Confident, Age Positive, Carer Positive Exemplary Employer and Stonewall Scotland.</p>	GC4 Mission 3	2024-25
	<p>Equally Safe Implementation In 2023 we achieved Development Stage of Equally Safe accreditation, which is the Scottish Government led programme</p>	GC4	2024-25

CED Service Department	Action/ Delivery area	Grand Challenge/ Service Priority	Timescale
	<p>supporting employers to improve their employment practice to advance gender equality at work and prevent violence against women. We will continue the work of the steering group who achieved this to work towards Bronze accreditation.</p>		
	<p>Organisation Development 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>Coordination between the Service HR teams and Corporate HR teams allow central frameworks to be piloted to test, review, adjust and have included Succession and Career Planning Frameworks launched initially within NRS, leadership Development Centres, as rolled out within Financial Services and Chief Executive's Department and planned on a commissioning basis for other services in 24/25.</p> <p>We continue to work with further education establishments to ensure that we fully exploit their offerings for development and skills planning across the range of occupational groups. Alignment with City Region Skills Development work has seen a focus towards scarce occupational groups, initially focussing on Planning Graduate Apprenticeships and maximising those models and networks.</p>	GC4 Mission 3	2024-25

CED Service Department	Action/ Delivery area	Grand Challenge/ Service Priority	Timescale
	<p>Youth Employment Strategy 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>	GC4 Mission 3	2024-25
Legal and Administration Services	<p>Some of the key are of ongoing work within Legal Services across 2024-25 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 - Covid Inquiry 	GC4 Mission 2	2024-25
	<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, Clyde Metro Project - ICO monitoring of Social Work SAR backlog 	GC4 Mission 2	2024-25
	<p>We will be involved in work to prepare for the upcoming General Election</p>	GC4 Mission 2	2024
	<p>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</p>	GC4 Mission 2	2024-25

CED Service Department	Action/ Delivery area	Grand Challenge/ Service Priority	Timescale
	<p>accountability (suitable IT to support ICT delivery of Council and Committee meetings)</p> <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 2024, among them:</p> <ul style="list-style-type: none"> - 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 and 5G Innovation Programme workplan - Implement the Improvement Action Plan as derived from the council's participation in the national Procurement Commercial Improvement Programme (PCIP). The Action Plan covers a limited number of actions as the council achieved the top banding Advanced Practice Level across all of the eleven themes/questions. 	GC4 Mission 2	2024-25
Strategic Information, Innovation and Technology	<p><u>Digital Glasgow Strategy 2024-2030 (DGS)</u></p> <ul style="list-style-type: none"> • Launch the refreshed DGS. • Establish and implement refreshed governance arrangements for the DGS. • Working with stakeholders, develop and advance the Implementation Plan for the first year of the DGS. 	GC1, GC2, GC3 and GC4	2024-25

CED Service Department	Action/ Delivery area	Grand Challenge/ Service Priority	Timescale
	<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. 	GC4	2024-25
	<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 ICT Business Partners and the provision of business architecture and analysis expertise. • Ensure robust management of the current ICT contract, including service performance, contractual commitments and the management of commercial arrangements and digitally-enabled projects/ programmes. <p>Ensure robust management of the Council’s ICT infrastructure and enterprise architecture.</p>	GC4	2024-25
	<p>Business Continuity</p> <ul style="list-style-type: none"> • Launch the refreshed Corporate Business Continuity (BC) Management Policy and Framework and continue to support the Council Family with its implementation. 	GC4	2024-25

CED Service Department	Action/ Delivery area	Grand Challenge/ Service Priority	Timescale
	Facilitate collaboration and information sharing through the BC Forum and the BC Workplan to improve planning and management of dependencies.		
	<p>Future of Digital and ICT Services (FICT) Progress the Council's Road to Multi-Source Strategy (R2MS) to deliver a new operating model for the Council Family's ICT and digital services, including:</p> <ul style="list-style-type: none"> • Conclude contractual and commercial negotiations for delivery of the model from 1 April 2025. • Progress the first ICT service tower re-procurement for Network Services. • Continue proactive communication and stakeholder engagement. 	GC4	2024-25
	<p>Change Now Programme Continue to deliver improvements in service and user experience under the Change Now initiatives, including:</p> <ul style="list-style-type: none"> • Enhanced support for Committee Services and Elected Members, including webcasting. • Implementation of a Tech Bar for additional onsite user support and trouble-shooting. • Progression of the Digital Workplace Programme to maximise the availability, promotion and use of digital tools, including the M365 suite, to enable modern, smarter and more efficient ways of working. 	GC4	2024-25

CED Service Department	Action/ Delivery area	Grand Challenge/ Service Priority	Timescale
Strategic Partnership and Communication	Ongoing monthly promotion of Information Security (#Safe Glasgow) at Corporate and Service level of all related activity to encourage participation of mandatory course for compliance.	GC4 Mission 2	2024-25
	Create and develop a tactical staff engagement plan linked to key city milestones for Glasgow 850	GC4 Mission 2	2024-25
	Develop and launch new Staff intranet/extranet site that is inclusive and available to all staff regardless of role. Principles agreed and taken to EISB. Delivery deadline August 2024.	GC4 Mission 2	2024-25
	Produce staff screensavers linked to 'think before you print' campaign to help save council carbon footprint/costs. Launching June 2024 to support our Sustainable comms approach.	GC4 Mission 2	2024-25
	To provide ongoing support to corporate strategies/initiatives to ensure all staff are engaged with key activities and training.	GC4 Mission 2	2024-25
	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.	GC4 Mission 3	2024-25
	Launch new website at Glasgow.gov.uk using new CMS system, meeting accessibility standards. Scheduled for May 8.	GC4 Mission 2	2024-25
	Continuing proactive communication and campaigns via Glasgow Press Office for each service portfolio – examples at	GC4 Mission 2	2024-25

CED Service Department	Action/ Delivery area	Grand Challenge/ Service Priority	Timescale
	the moment include LEZ, 20mph, city centre task force, budget savings.		

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 final data for the benchmarking framework was made available in early 2024 and a full report examining the data submitted to Operational Performance Delivery and Scrutiny Committee on [10 April 2024](#).

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.

Performance Audit 2024

As part of the Council's ongoing work to review Council performance; Internal Audit have commenced an audit in May 2024 in conjunction with Corporate Policy and Governance Team. This audit and review will also reflect on the findings of the recent Audit Scotland and Accounts Commission [report](#).

Equalities

The Chief Executive's Department are responsible for progressing corporate equalities actions; these can be either statutory or for the best interests of Glasgow citizens. We also work with individual service areas to better coordinate the approach taken by the council.

As part of the work to better support equalities understanding in decision and policy work, the Chief Executive Department deliver Equality Impact Assessment (EQIA) training to officers, refine the support tools as required, and offer continued support with quality assurance to ensure the successful continuation of the impact assessment process.

More information about our involvement in Equalities work is detailed on the [Glasgow City Council website](#).

[Published EQIAs are also available](#).

We have undertaken EQIA screenings for all the Council Family Budget Options 2024/27 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](#).

2024/27

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.

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