

A Well Governed City That Listens and Responds

Committee primarily responsible for development and progress of priorities: General Purposes City Policy Committee and the Wellbeing, Empowerment, Community and Citizen Engagement City Policy Committee.


Other relevant committee for implementation: Neighbourhood, Housing and Public Realm City Policy Committee and City Administration Committee.

Previous Performance:


2017/18 can be accessed [here](#).

2018/19 can be accessed [here](#).


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Commitment	Actions with Year 3 Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
91. Introduce a city charter setting out our vision and citizens' rights.					
91.1 Publish a draft City Charter for consultation.	<p>Work with citizens to develop and introduce a City Charter</p> <ul style="list-style-type: none"> • Further develop plans for delivery of citizen engagement. • Discuss options with Cllr Layden. • Consider how the City Charter can be further built into Council communications and service redesign. 	<p>The City Charter is an informal agreement between the Council and citizens that lists our shared commitments, aims and standards. It forms part of a way of working that we will develop together.</p> <p>A section of the Charter lists the Council's role and citizens' role in contributing our values and vision. For example the Council's role in terms of the environment is to improve the city's cleanliness and recycling. Also to be responsible when providing our services and consider the environment.</p> <p>The citizens' role is described as looking after their neighbourhood and city, recycle more, don't drop litter or chewing gum, bin their</p>	City charter to be taken forward as part of Renewal and through the Building confidence in the city workstream and departmental renewal plans.	CED	


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		<p>dog waste and don't fly-tip. Citizens' are also encouraged to report what they see on our APP or online and generally look after and be considerate of the environment.</p> <p>Council actions to deliver the Council Strategic Plan commitments have been reviewed to identify activity that could support a programme of work and communication on the charter principles.</p>			
92. Reform our decision-making arrangements to improve transparency and accountability and opportunities for citizens to take part in decisions, particularly local ones.					
<p>92.1 Redesign the Council's democratic structures to ensure that all legislative requirements are met and that decisions are subject to scrutiny and debate.</p> <p>Develop new ways for the public to influence decision-making.</p>	<p>Reform our decision making arrangements to improve transparency and accountability.</p> <p>Develop new ways for the public to influence decision-making.</p> <ul style="list-style-type: none"> • Roll out of Participatory Budgeting 	<p>Complete. Final update reported end of Year 1 (2017/18).</p> <p>Further actions following the review undertaken by an independent expert will be reported at 92.3.</p> <p>Four thematic and 2 community of interest participatory budgeting (PB) pilots were completed in 2019.</p> <p>An evaluation of the PB process was undertaken by GCPH and published in October 2019.</p> <p>An Internal Audit report on Participatory Budgeting was submitted to Finance and Audit Scrutiny Committee on 6 November 2019.</p>	<ul style="list-style-type: none"> • exploring the use of citizens panels / assemblies as part of the Social Recovery work, to ensure it is underpinned by a strong voice from those communities (place, interest, identity) disproportionately impacted by Covid • ongoing discussions, with colleagues in Education and NS in particular, to map out the PB processes that are already taking place across the Council family to reshape PB and to use PB processes to assist with the work of the Social Recovery Taskforce. 	CED	

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92.2 Continue the Council Family Group review to ensure structures focus on the delivery of strategic outcomes	<p>Build on the review of Services and ALEOs.</p> <ul style="list-style-type: none"> Progress will be reported through the BVAR Action Plan update which is presented to FASC on a 6 monthly basis. <p>Participate in the Best Value Assessment and take forward any recommendations.</p> <ul style="list-style-type: none"> Agreed actions are continuing as part of longer-term initiatives. Progress will continue to be monitored by the Finance and Audit Scrutiny Committee and the second progress report is due to be considered in September 2019. 	<p>A report on the progress of actions agreed as part of the Council's Best Value Action Plan was approved at Finance and Audit Scrutiny Committee on 11 September 2019.</p> <p>The third report on the progress of the Council's Best Value Action Plan was presented to Finance and Audit Scrutiny Committee on 11 March 2020.</p>	<p>The Council Family Review is ongoing and updates are reported to City Administration Committee.</p> <p>Monitoring of Best Value will continue via CMT and City Administration Committee. Audit Scotland will also continue to consider BV as part of the annual audit process, which is reported to Finance and Audit Scrutiny Committee.</p>	CED	
92.3 Appoint an independent expert, to carry out a review of the Council's governance.	<p>Following the appointment of an independent expert, undertake a review of governance and decision making arrangements, working with both members and officers.</p> <ul style="list-style-type: none"> The work plan of the Short Life Working Group is agreed and progressed. 	<p>A number of meetings of the Working Group were held throughout 2019 to scrutinise the action plan and a final version has been agreed and was submitted to the Business Bureau on 11 February 2020. A number of the agreed actions have been progressed and the remaining actions will continue to be implemented.</p>	<p>Complete.</p> <p>Progress will be monitored by Internal Audit, with a report to the Finance and Audit Scrutiny Committee, in due course.</p>	CED/ Financial Services	Complete
93. Review our public performance reporting framework, seeking citizens' views, and provide options for an accountable scheme that meets stakeholders' needs.					
93.1 Review our Public Performance Reporting.	Implement performance management review actions – align to new governance and Council plan priorities	<p>The approach to our public performance reporting was amended for 2019 to take account of;</p> <ul style="list-style-type: none"> the views of citizens in our household survey about how 	<p>Complete.</p> <p>Enhance public performance reporting further and require Services to consider how they highlight service performance from</p>	CED	Complete



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	<ul style="list-style-type: none"> • Collate baseline measures for Outcomes aligned to the Strategic Plan • Incorporate measures into the Council's public performance reporting 2019 – 2020. • Based on the findings of the Glasgow Household Survey, review how our public performance reporting responds to citizen's interest in performance in our annual reporting 2019. 	<p>they would like to access information,</p> <ul style="list-style-type: none"> • reviews of good practice in other councils; and • the detailed monitoring of the Council Strategic Plan developed at the Operational Performance and Delivery Scrutiny Committee <p>A shorter, more accessible summary performance report was published and complemented by a more detailed Council Strategic Plan Progress report. This report was approved at City Administration Committee on 26 September 2019.</p> <p>The release of the report was supported by social media messaging of bitesize performance information.</p> <p>The Strategic Plan Outcome Indicator baseline data was presented to Operational Performance and Delivery Scrutiny Committee on 29 January 2020.</p>	<p>their ASPIR to the public and facilitate feedback.</p> <p>Continue to build on the agreed Outcome Indicator baseline of 2017, consider the comments from Operational Performance Delivery Scrutiny Committee and action as appropriate.</p>		
94. Consult with our citizens at the earliest stage on policy and service design, demonstrating how we have addressed their views.					
94.1 Improve the Council's public consultation processes on reform of services, developments and policies so that	Service and ALEOs will consider consultation as part of the development of services and they will develop a plan to demonstrate how comments are incorporated and fed back.	A Consultation Guide has been created which is designed to help staff across the Council who undertake consultations. The aim is to give users the information and improve their knowledge of	Continue to promote the Consultation Guide, disseminate good practice and support Services through the process to ensure we continue to improve the quality of consultation.	All	


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<p>stakeholders can inform and influence their shape and direction.</p>		<p>the process thus increasing the quality and consistency of consultations.</p> <p>Smart Survey has continued to be rolled out across the Council family and usage has been extended to new functions. This has increased both the efficiency and effectiveness of data collection and allows for better, more in-depth analysis</p> <p>A consultation update paper was presented to General Purposes City Policy Committee on 21 January 2020. This paper includes an overview of consultations undertaken during 2019 through the Consultation Hub.</p> <p>The Glasgow Household Survey 2020 did not go ahead due to the ongoing health crisis and the government restrictions on non household mixing and indoor gatherings. There was also a number of Council services which were unavailable during 2020.</p> <p>An updated Budget Consultation process was carried out with members of the public. The process was carried out over two days, using a Citizens Panel style approach, with Elected Members</p>	<p>The Glasgow Household Survey 2021 is currently being planned with in line with current restriction and any methodology will be adapted to reflect this.</p> <p>Consideration will be given to a budget consultation in 2021 and how it can be conducted taking into account the government restrictions and maintaining a robust methodology.</p>		


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		involved at all stages during the development.			
95. Work in partnership with others to deliver the city's ambitions and improve its services and outcomes through: <ul style="list-style-type: none"> ○ Citizens ○ Third sector organisations and community groups ○ Our community planning partners ○ City's businesses, universities and colleges ○ Our neighbouring local authorities established through the Glasgow City Region Deal ○ The Scottish and UK government 					
95.1 With partners, review Community Planning structures and remit.	Review of Community Planning Partnership structures <ul style="list-style-type: none"> • Review of GCPP Area & Sector Partnerships - Dec 19; Quarterly reporting to GCPP Executive Group on Community Action Plan progress. Community Plan and Locality Plan Annually Progress Reports published - Sep 19; 2nd Community Action Plan published Mar 2020 	An update was presented to Glasgow Community Planning Partnership - Strategic Partnership on 10 September 2019. Following this update, a consultation exercise on the GCPP Area/Sector Partnership Review was undertaken and concluded in December 2019.	The review report was initially intended to be submitted to the Glasgow Community Planning Partnership - Strategic Partnership meeting for approval in May 2020. Due to COVID 19, the meeting didn't take place and the review report will be submitted to GCPP Strategic Partnership meeting on the 8 th December 2020.	CED	
95.2 Establish effective strategic partnerships with third sector organisations.	Work towards the creation of a compact with the Third Sector forum for a closer working relationship.	The Third Sector Concordat was endorsed by the Wellbeing Empowerment Community and Citizen Engagement City Policy Committee on 16 August 2018 and launched on 23 August 2018	The Social Recovery Taskforce (SRT) was established as a key component of GCC's renewal and recovery programme. The SRT's workstreams include a Third Sector workstream that will support the review of the third sector led by GCVS. The work of SRT is due to conclude in July 2021 with the expectation that the outcomes of its work will be included in any refreshed Council strategic plan due spring 2021.	CED	
	Deliver the new Glasgow Community Plan.	An annual progress reports for Glasgow's Community Plan was	Due to COVID 19, the timetable for implementing the GCPP		

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		<p>published on the Glasgow Community Planning Partnership (GCPP) website.</p> <p>A year 1 update on the GCPP Performance Management Framework was presented to the GCPP - Strategic Partnership on 10 September 2019.</p> <p>10 Locality Plans were published in September 2019</p> <p>A review of Locality Planning in Glasgow was presented to the GCPP – Strategic Partnership on 18 February 2020.</p>	<p>Community Plan Evaluation Programme has been put back.</p> <p>A year 2 update on the GCPP Performance Management Framework will be presented to GCPP Executive Group/Strategic Partnership in early 2021.</p> <p>A year 2 final update on the GCPP Performance Monitoring Data will be available on the GCPP website in November 2020.</p>		
	Develop Community Action Plan	<p>The proposed process to refresh Glasgow's Community Action Plan was agreed by the Glasgow Community Planning Partnership – Strategic Board on 18 February 2020.</p> <p>It was agreed to continue the existing Community Action Plan until September 2020.</p>	<p>The GCPP Executive Group agreed in August 2020 that the priority actions developed by the Social Recovery Taskforce will form the basis of the new Community Action Plan which will be brought back to the GCPP Executive Group as soon as possible.</p>		
95.3 Rejoin Cosla	Rejoin Cosla	Complete. Final update reported end of Year 1 (2017/18) .		CED	Complete
96. Value our staff and support their development, meet our equality duties and consider options for how we increase trade union and staff representation on boards and meetings.					
96.1 Ensure staff are paid the Scottish Living Wage.	Continue to ensure staff are paid the Scottish Living Wage.	Complete. Ongoing commitment		CED	Complete
96.2 Review Human Resources policies and	Continue to review HR policies and procedures in consultation with trade unions, initial focus is	Corporate HR with support from service HR delivered a new Maximising Attendance Policy, as	Mental health and wellbeing pilot concluded in 2019 and is currently being evaluated by See me and the	CED	



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<p>procedures across the Council family.</p>	<p>absence management policy and practice.</p> <ul style="list-style-type: none"> The Mental Health and Well Being pilot in N&S will be evaluated Autumn 2019 before Council wide roll-out. Predicated on the Job Evaluation outputs a recommended pay and grading structure will be presented to CAC in the fourth quarter of 20/21. Refresher training necessary to implement the revised Bullying and Harassment procedures and delivered by ACAS will commence November 2019. 	<p>a modern 21st century policy that provides a holistic approach to supporting employees maximise their attendance at work. Staff briefings have been issued.</p> <p>The work of the Job Evaluation team has commenced with approval and support from the Operational Steering Group. The rolling programme of Post Holder Job Evaluation Interviews started in January 2020, a few months behind the anticipated start date of September 2019.</p> <p>Bullying and harassment refresher training was delivered during Nov/Dec 2019. Communications on the new arrangements have been launched in January 2020, ensuring employees are supported to utilise refreshed arrangements.</p>	<p>Mental Health Foundation. The full evaluation report is expected in Feb/March 2020. To support the council wide delivery, the lessons learned from the programme will be included into the Staff health and wellbeing strategy 2020-2023.</p> <p>Whilst the recommended pay and grading structure is predicated on the job Evaluation outputs, initial work will commence in relation to pay modelling as will early discussions with the Trade Unions to ensure that the City Administration Committee is advised both of progress and recommendations.</p>		
<p>96.3 Ensure that the Public Sector Equality Duty is fully adhered to in all of the Council's dealings with our employees.</p>	<p>Ensure that the Public Sector Equality Duty is fully adhered to through the implementation of the Council Family Equality Outcomes 2017 to 2021.</p> <ul style="list-style-type: none"> Deliver statutory progress report on Equality Outcomes and Mainstreaming. Take action on identified areas for improvement. 	<p>The Equality Outcomes and Mainstreaming Report was presented to Operational Performance Delivery Scrutiny Committee on 24 April 2019.</p> <p>An update on the implementation of the BSL Action Plan was presented to the General Purposes City Policy Committee on 21st January 2020.</p>	<p>Using the results of the engagement sessions as well as research and data, draft Equality Outcomes will be developed and shared with stakeholders for comment by December 2020.</p>	<p>CED</p>	



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	<ul style="list-style-type: none"> Provide a progress update on the implementation of the BSL Action Plan. 	<p>A new set of Equality Outcomes is due to be set by 1st April 2021. Consultation work to develop the outcomes began in Spring 2020, a development paper outlining the consultation process was presented to General Purposes Policy Development Committee on 5th March 2020.</p> <p>Adaptations were made to the planned engagement activity to remove the face to face element. To date an online survey was made available for Elected members and Third Sector Organisations and development workshops have been held for Third Sector Organisations, Elected Members and Council Family Staff.</p>			
	<p>Deliver Actions from the Equality Outcomes targeted at staff:</p> <ul style="list-style-type: none"> Build on LGBT and BME employee helplines. Develop and implement structures to support women and Carers. Working Group to be set up under Cllr Ferns to co-ordinate Council actions in delivering the Fairer Work Scotland agenda as approved by Full Council in May 2019. 	<p>LGBT & BME employee lines are now live.</p> <p>Lean in Network continues to grow with the addition of Menopause Cafes and more focussed Wee Circle Events providing an opportunity to input to service delivery (most recently Scottish Government National Advisory Group on Women and Girls).</p> <p>Council was accredited as a Carer Positive Exemplar Organisation.</p>	<p>LGBT & BME employee lines will be evaluated in line with Employee Assistance Provider Contract Arrangements.</p>		

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		Carer's Network continues to provide quarterly events and support to employees with caring responsibilities.			
96.4 Appoint a political lead for Workforce and Staff Governance.	Appoint a political lead for Workforce and Staff Governance.	Complete. Final update reported end of Year 1 (2017/18) .		CED	Complete
96.5 Explore a Workforce and Staff Governance Board, comprising trade unions, cross-party elected representatives and senior officers.	Review the Joint Consultative Board and consider options for how we increase trade union and staff representation on boards and meetings. <ul style="list-style-type: none"> Continue to utilise the Workforce Board to support good industrial relations. 	A board with Trade Unions has been created.	Complete. Continue to utilise the Workforce Board to support good industrial relations.	CED	Complete
96.6 Consider options for how to include trade union on ALEO boards.	Review options for including trade unions on ALEO boards.			CED	
97. Ensure that we deliver our transformation programme to support our financial framework and forecast, encouraging staff ideas on how to reform and improve our services.					
97.1 Deliver an ambitious programme of transformation.	Deliver the transformation programme. <ul style="list-style-type: none"> Ensure the successful delivery of budget savings, efficiencies and service reform options approved as part of the 2019/20 budget setting process. 	At outturn the forecast savings across the Council Family are 85.4% of target. These shortfalls are largely being contained within overall budgets and have been taken into account when forecasting the probable out-turn for the Council for 2019/20.	Budget savings and efficiencies are reported to Finance and Audit Scrutiny Committee via the detailed Revenue Budget Monitoring reports.	Financial Services	
97.2 Consult staff on the impact to their working lives of wider changes of policy within the Council. Seek and listen to staff's ideas about how to improve service delivery.	Review Staff Engagement Policy. <ul style="list-style-type: none"> Services have been requested via a May 2019 report to General Purposes to address specific staff issues as part of their ASPIR process. Such actions to be reviewed in Year 4. 	As agreed with the General Purposes City Policy Committee on the 29 May 2018, a series of staff focus groups and in – depth interviews have been carried out by the independent research contractor Ipsos MORI to gather	Action to consider conducting a full staff survey in early 2021 has been delayed. A staff consultation is planned as part of the Renewal Board activities as part of the Building confidence workstream.	CED	


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	<ul style="list-style-type: none"> Review the technology associated with Employee Voice with a view to delivering improvements. Complete by third quarter of 2019/20. Employee Voice outputs will be incorporated into the SIT technology review report. 	<p>staff views and perceptions about working for the organisation.</p> <p>All staff were provided with a full copy of the results and a summary newsletter of the main findings on 11 July 2019 and these were published to Connect. The main findings were presented to the General Purposes City Policy Committee on 28 May 2019.</p>			
	Actively seek ideas on how to improve service delivery through Employee Voice and Staff Forums	The SIT Team/Transforming the City have concluded a review of Employee Voice. That has determined that greater functionality and enhanced ease of use is required. This can be achieved by Smart Crowds – a system developed by a small Glasgow company.	This new Smart Crowds system will replace Employee Voice and will be piloted initially within City Property before a Council wide roll-out.		
98. Ensure Council reports take account of equality issues, through rigorous impact assessments and screening for poverty impacts and take account of citizens' views.					
98.1 Working with trade unions and others representing with the aim of resolving and settling all outstanding equal pay claims.	Working with trade unions and others representing with the aim of resolving and settling all outstanding equal pay claims.	A report was provided to City Administration Committee on 31 October 2019 on the conclusion of the funding strategy for the equal pay settlement and the progress on making payments to the claimants.	The delivery of the funding strategy and equal pay settlement will continue to be monitored.	CED	
98.2 Explore options for an Equalities Policy and Budgeting Group to enable participation in the budgeting process.	Scope options for an Equalities and Budgeting group as part of budget process. <ul style="list-style-type: none"> Follow up with all approved budget proposals to ensure that a fuller impact assessment is undertaken as plans for 	There has been no specific action to establish an Equalities and Budgeting group. <p>Action has been taken forward to mainstream consideration of equality and budget issues. The</p>	Further consideration on how equality issues are addressed on the budget process to be considered with the strategic budget working group.	CED / Financial Services	




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	<p>implementation are more fully developed.</p>	<p>Citizens' Panel budget events were made up of a representative sample of Glasgow residents. Demographic quotas were set to ensure a representative sample of the city's residents in terms of sex, age and household income. Additional quotas were also set to ensure representation from protected characteristic groups, specifically: BME participants, those with a disability, and parents of young children.</p> <p>Summaries of all draft 2020/21 budget options were provided to Elected Members for reference as part of the budget setting process.</p> <p>A summary of each party budget proposal was prepared and published with budget papers.</p>			
<p>98.3 Review Equality Impact Assessments to include poverty impacts.</p> <p>Ensure our Equalities Strategies are regularly refreshed and updated across the Council family.</p>	<p>Review equality impact assessment process to include recommendations on socio economic duty from Scottish Government.</p> <ul style="list-style-type: none"> • Launch revised guidance following feedback from pilot on Connect. • Roll out revised guidance at eqia training sessions. Refresher training, including socio economic, will be scheduled for August 2019. 	<p>Refreshed training and template was rolled out during 2019 and now includes socio economic.</p>	<p>Complete</p> <p>The roll out of training will continue to be monitored through the action below.</p>	<p>CED</p>	<p>G</p>



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	<p>Provide equality impact assessment training to Elected Members and Staff.</p>	<p>3 sessions of eqia training were offered to Elected Members during October/November 2019.</p> <p>A further session was offered in January 2020.</p> <p>144 people have been trained in eqia since 1st April 2019.</p> <p>Service based training has also been provided for Procurement and Glasgow Life management.</p> <p>CED consistently engage and support services and partners complete EQIA screenings in line with Guidance.</p> <p>Three sessions scheduled for March were cancelled due to Lockdown.</p>	<p>Work is underway to develop GOLD and Teams based options for this training.</p> <p>The future aim to deliver 4 blocks of training per year (each block containing 3 sessions each training between 15 -25 staff).</p> <p>Further work to look at more formal sampling for Quality and adherence to Guidance to be explored.</p>		
<p>99. Work to deliver a fairer, more equal Glasgow through all that we do.</p>					
<p>99.1 Implement the Scottish Government's national strategy to eradicate violence against women and girls.</p>	<p>The Glasgow Violence Against Women Partnership (GVAWP) will develop and implement a city strategic plan that reflects the Scottish Governments four Equally Safe priorities.</p>	<p>The city wide Strategic Plan and corresponding action plan to prevent and eradicate violence against women and girls in Glasgow has now been approved by the GVAWP.</p> <p>The GVAWP has convened on a monthly basis during CV19. A recovery strategy and plan has been developed and agreed.</p>	<p>The GVAWP Strategic Plan is currently with the comms team for branding. Following this it will be published to the website.</p> <p>As part of the recovery plan, the GVAWP has agreed to undertake a piece of work that will explore the impact Covid 19 has had on VAW services and those women, children and young people that use them. A brief is currently being developed, this brief will be costed and we will seek to appoint an</p>	<p>NS</p>	


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99.2 Explore interest of LGBT+ organisations to establish a permanent Pride House LGBT+ centre in the city.	<p>Explore the LGBT community's interest and options in re-opening Pride House.</p> <ul style="list-style-type: none"> • LGBTI+ Forum Established 	<p>A LGBTI+ working group has been established to explore interest in re-opening Pride House.</p> <p>LGBTI+ working group has met regularly in order to discuss an implementation plan including governance, potential funding and premises.</p>	<p>external contractor to carry out this piece of work.</p> <p>The group will progress business case including infrastructure, management and operational procedures for a permanent hub. Plan to move from developmental to operational stage and locate new premises.</p>	CED/DRS	
99.3 Establish a Refugee and Asylum-Seeker Voices Forum.	<p>Continue to engage with the Integration Forum re future work and engagement with Refugee and Asylum Seekers.</p> <ul style="list-style-type: none"> • No formal RAS forum established yet but user led groups in the Scottish Refugee Council are linked in to Glasgow Integration Forum and Glasgow Equality Forum. Glasgow Equality Forum is now a co-opted member of WECCE Committee and GCPP Strategic Partnership 	<p>The Glasgow Integration Forum continues to meet, providing a vehicle to access Refugee and Asylum Seeker people living in Glasgow. The Forum is regularly provided with information and opportunities for consultation/involvement e.g. participation in Participatory and Budgeting Citizen Panels.</p> <p>Glasgow's Equality Forum is now a member of both Wellbeing, Empowerment, Community and Citizen Engagement City Policy Committee and Glasgow Community Planning Partnership - Strategic Partnership.</p>	<p>Discussions are underway with the Scottish Refugee Council for the establishment of a formal group to represent Refugees and Asylum Seekers.</p>	CED	
99.4 Ensure regular and ongoing engagement with organisations representing BME communities and minority faith groups.	<p>Review the BME strategic group</p>	<p>The BME Task Group's recent focus has been on enhancing membership diversity among Community Councils to mirror Glasgow's diverse population. Community Councils have recently completing a survey that</p>	<p>The Task Group has been working on influencing the use of this money to tackle employability issues among BME communities. This work is currently on hold due to issues nationally with the</p>	CED	



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		will establish a baseline position from which the BME Task Group will begin working to increase BME representation.	extension of European Social Fund (ESF).		
99.5 Work with the police and other partners to ensure a co-ordinated approach to tackling hate crime.	Continue to work in partnership through the Hate Crime Working Group to take action on hate crime. <ul style="list-style-type: none"> • 3 Year Hate Crime Strategic Plan 	The Hate Crime Working Group has developed operational delivery plans against the 3 Strategic priorities; Prevention, Reporting and Responding.	The Hate Crime Working Group is looking to reaffirm partner commitment to the Hate Crime Corporate Pledge and to develop associated work plans.	CED/ NS	
99.6 Establish a Young Glasgow Forum. Work closely with the Glasgow Youth Council and the city's MSYPs.	Ensure that Young people and groups such as the Youth Parliament and Forum have access to Councillors and decision making in the Council. <ul style="list-style-type: none"> • GL Staff will continue to provide direct support at local level and at the SYP National Sitings: • Glasgow Life to provide ongoing financial support including financial guidance documentation and budget monitoring training to executive members -Glasgow Life will hold award on behalf of GYC, releasing funds in four instalments over the financial year-April, June, September and January • GYC will have continued representation at Education Improvement Board and Wellbeing, Empowerment, Community and Citizen Engagement Committee (WECCE) 	An outline proposal for the Forum has been developed. This includes: <ul style="list-style-type: none"> • Aims, as identified by youth work organisations across the city, • A range of topics for discussion, including Employment, Environment, Equalities, Health and Wellbeing, Financial Literacy, Participation and Engagement and Volunteering. <p>Glasgow continues to have the largest number of MSYP of any local authority, 16 over eight constituency areas.</p> <p>Glasgow Youth Council has representation on the Education Strategic Improvement Board and the Education, Skills and Early Years City Policy Committee. Unfortunately young people were not able to attend the Wellbeing, Empowerment and Community and Citizen Engagement</p>	A date has yet to be set for the inaugural meeting of the Forum due to challenges in securing suitable accommodation. In the past year a number of new youth participatory structures have been developed that include: <ul style="list-style-type: none"> • Glasgow Schools Young People's Forum – will offer regular opportunities for every Primary and Secondary Establishment to share their thoughts and opinions. • The West Community Learning and Development Partnership Youth Voice Forum – aim to embed the values of equity, excellence and empowerment in everything we do, build a culture of collaboration across the eight partners in the West Partnership. The partnership includes young people representing each local authority and Elected Members of the Youth Parliament. 	EDU/ Glasgow Life	

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		<p>Committee due to the meeting schedule.</p> <p>Funded by the European Parliament's Visits and Seminars Unit, 26 members of the GYC and three support staff took part in a daylong seminar entitled; The Future of Europe at the European Parliament in Brussels.</p>			
<p>99.7 Work with Government to protect the rights of EU citizens living in Glasgow.</p>	<p>Work to protect the rights of EU citizens as part of our approach to Brexit, through the work of the Brexit Core Cities workstream and by lobbying UK government, to ensure we can actively participate in negotiations to leave the European Union.</p>	<p>Through co-operation with COSLA and the Scottish Government, a series of meetings and bespoke sessions have been facilitated with local organisations to access support and guidance for EU nationals.</p> <p>A roundtable discussion on the EU settlement scheme was attended in September 2019 to hear an update on applications and support to vulnerable EU nationals. A Home Office event was also facilitated at the Gallery of Modern Art in October 2019 on the EU settlement scheme.</p> <p>A contribution was made to the COSLA response to the Migration Advisory Committee on the future immigration system and proposed points based systems which in future will affect EU nationals as well as third country nationals.</p> <p>An update on EU exit preparations was presented to the</p>	<p>Continue to facilitate the organisation of sessions for vulnerable EU nationals via Scottish Governments Stay in Scotland campaign.</p> <p>Material will be circulated through various networks to increase awareness.</p> <p>A series of introductions between the Scottish Government and third sector organisations will be held to arrange bespoke sessions in particular communities.</p>	<p>CED/DRS</p>	

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Commitment	Actions with Year 3 Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
		Brexit Preparation Forum on 29 January 2020.			
99.8 Throw open the doors of the City Chambers.	Use the City Chambers as a location for summits and meetings with a range of groups across the city	Reporting of progress towards establishing a Third Sector Summit and Third Sector Embassy is reported under priority 95.2. Reporting of Progress on the Brexit Summit is reported under priority 99.7.	Complete. Business as Usual. Propose progress will continue to be monitored through the CED ASPIR.	CED	Complete
100. Establish a Veterans' Champion liaising with veterans on services and support their needs.					
100.1 Create an independent Veteran's Champion for the Council.	Create an independent Veteran's Champion for the Council.	Complete. Final update reported end of Year 1 (2017/18) .		Financial Services	Complete
100.2 Consult with veterans' organisations on the quality and range of services provided.	Continue to commit to the terms of the Armed Forces Community Covenant (AFCC) by consulting with veterans organisations via the Firm Base Group to work in partnership to develop services to meet the complex needs of veterans. <ul style="list-style-type: none"> Develop Local Authority Armed Forces Champions Network to share best practice and investigate opportunities for joint working: 	A Local Authority Armed Forces Champions Network was held in Kilmarnock in November 2019 and hosted by East Ayrshire Council. Glasgow Armed Forces Champion attended the event.	Next Champions meeting to be chaired by North Lanarkshire Council and will focus on Communications.	Financial Services	
101. Review how we fund third sector and community groups to reflect a partnership approach and simplifying procedures.					
101.1 Work with the Third Sector to improve our funding procedures.	Review the Integrated Grants Fund in consultation with key stakeholder and strategic partners to streamlining appropriate regulations.	<ul style="list-style-type: none"> City Administration Committee approved the aims and budget for the new Community Grants Fund on 29 August 2019. Glasgow Communities Fund launched on 18 September 	An update on the Communities Fund and was presented to the City Administration Committee on 12 March 2020, approving extension to Integrated Grants Fund until 30 th September 2020.	CED	

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	<ul style="list-style-type: none"> • Launch of New Fund - July 19; 2020/21 Funding Decisions Dec 2019 	<p>2019 with a closing date of 25 October.</p> <ul style="list-style-type: none"> • Just over 500 applications received requesting a total amount of £43m per annum – agreed budget is £20.5m per annum. • 125 applications were incomplete, late or both. • These applicants were granted a short extension (after full Council on 23 January 2020) until 31 January 2020 to submit missing documentation. • 111 organisations did so and are being fully assessed. • The extension had a knock-on effect on timescales for funding decisions. • Operational decision to extend IGF for current grant holders for 6 months. 	<p>Glasgow Communities Fund in operation from 1 October 2020, following funding recommendations agreed by Central Administration Committee on 3rd September 2020 and 3 GCPP Sector Partnerships on 8th and 11th September 2020.</p> <p>The City Administration Committee also agreed on the 3rd September 2020 the establishment of the Transitional Support Fund and approved TSF awards at its meetings on the 17th September and 1st October 2020.</p>		
<p>102. Promote the role of the third sector to our staff and explore the feasibility of a Third Sector Embassy – providing a single point of contact in the Council.</p>					
<p>102.1 Explore the feasibility of a Third Sector Embassy in the City Chambers, providing a single point of contact for groups and organisations.</p> <p>Invite Third Sector groups to use space in the City Chambers to raise awareness of</p>	<p>Host a Third Sector summit.</p> <p>Invite Third Sector groups to use space in the City Chambers to raise awareness of their work on a regular basis.</p>	<p>Complete. Final update reported end of Year 1 (2017/18).</p> <p>Complete. Feasibility of a Third Sector Embassy reported through the Third Sector Concordat at 95.2.</p>		CED	Complete

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Commitment	Actions with Year 3 Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
their work on a regular basis.					
103. Support local businesses by paying our bills on time.					
103.1 Ensure that the City Government pays bills on time, in line with Scottish Government guidance.	Ensure that the Council, on receipt of correct billing information, pays bills within 30 days in line with Scottish Government practice or within alternative terms specifically agreed with suppliers. <ul style="list-style-type: none"> • 95% paid in 30 days • Review all suppliers who currently submit paper invoices to determine if up to 80% meet the criteria for electronic invoicing 	96% paid within 30 days 80% of suppliers submitted electronic invoices during 2019/20.	Complete. Propose monitoring will continue through the Financial Services ASPIR.	Financial Services	Complete
104. Review our financial inclusion strategy					
104.1 Review the Financial Inclusion Strategy.	In consultation with stakeholders, develop the new Financial Inclusion Strategy. <ul style="list-style-type: none"> • Complete citywide consultation by September 2019 	The new Financial Inclusion Strategy (2020 – 2025) was presented to the Wellbeing, Empowerment, Community and Citizen Engagement City Policy Committee on 26 September 2019 and approved by City Administration Committee on 10 October 2019.	Complete.	Financial Services	Complete
105. Improve Council's communication with residents, including through updating our website, facilitating engagement on social media and by webcasting Council committee meetings.					
105.1 Improve Council's communication with residents, including through updating our website and facilitating engagement on social media.	Develop a City Charter communication plan and programme <ul style="list-style-type: none"> • Complete review of GCC social media accounts • Roll out updated social media guidelines to staff. 	A review of GCC Digital Media Channels has been undertaken. There are currently 792+ social media accounts associated with Glasgow City Council across a range of platforms. Many of these accounts were identified as	The recommendations are in line with the Digital Glasgow Strategy and will be taken forward in more detail through the Digital Channel Strategies and link into the wider communications plan.	CED	

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Commitment	Actions with Year 3 Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
		<p>lacking structure, strategy and guidelines for content.</p> <p>A summary of findings and recommendations has been presented to the Corporate Management Team and they have been asked to appoint a Digital Communications Lead per service to support the review and assist in coordinating implementation of recommendations within services.</p>	<ul style="list-style-type: none"> • Consult services and evaluate account use before reviewing existing accounts • Develop business case requirement for all new account requests, which will reviewed by a Digital Review Board, and centrally managed by a dedicated Digital Team • Develop new accounts including Customer Care with a Digital Customer Care team to manage digital enquires • Build audiences on accounts using listening software • Develop Strategies and Guidelines for channels – including proactive campaigns • Refresh of technical kit to make high quality digital content 		
105.2 Review options to extend the broadcast and recording of key Council meetings and committees.	Review options to extend the webcasting of Council meetings and committees	Complete. Final update reported end of Year 2 (2018/19) .		CED	Complete