



Glasgow City Council

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

Report by Chief Executive Department

Item 3

19th January 2023

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**Annual Service Plan and Improvement Report (ASPIR)
2022/2023 for Chief Executive's Department**

Purpose of Report:

To present the 2022/2023 Annual Service Plan and Improvement Report (ASPIR) for the Chief Executive's Department.

The report gives an overview of priorities for 2022/2023 and the resources available to deliver these priorities. It also provides a summary of performance for 2021/2022.

Recommendations:

The committee is asked to consider and note the Chief Executive's Department Annual Service Plan and Improvement Report.

Ward No(s):

Citywide: ✓

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

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**Chief Executive's Department
Annual Service Plan and Improvement
Report
2022-2023**

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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 priorities and vision.

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 are responsible for driving forward the city's economic strategy, offering support and guidance to businesses, supporting the City's transition to a net zero through the Glasgow Green Deal programme, supporting the Digital Economy and employability provisions.

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

We also drive the Transformation Programme to address poverty in the city and manage the Council's ICT contract.

We deliver this by:

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

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

The Chief Executive's 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. It also plays a key role in support of the Council's strategic aims, key objectives and policies as outlined in the [Council's Strategic Plan](#). This is currently under review.

Key objectives include:

- Supporting the Council and its departments/ALEOs in achieving Key Objectives and monitoring and directing the overall management of the Council and its resources.
- Consulting with and representing stakeholders in respect of major initiatives that may have an 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 departments.
- Communicating the Council's policies and services to the Public, employees, 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. Community Empowerment Services**
- B. Corporate Policy and Governance**
- C. Economic Development**
- D. Glasgow City Region Programme Management Office**
- E. Human Resources**
- F. Legal and Administration Services**
- G. Strategic Information, Innovation & Technology**
- H. Strategic Partnership and Communication**
- I. Transformation and Financial Inclusion**

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

A. Community Empowerment Services

Community Empowerment Services sits within Chief Executive's Department. It comprises a range of services aimed at empowering communities to participate equally in service design and delivery, and local decision making.

The core service areas within Community Empowerment Services are:

1. Partnership & Development

The Partnership and Development teams support the work of Glasgow Community Planning Partnership (GCPP) and Glasgow City Council. The team provides support at both a local and citywide level.

The team supports locality planning and place-based approaches, for example in response to Participation Requests from local communities. The team provides support and development of the Area Partnerships, including new Citizens Panels to be piloted in each Sector initially, led by area teams.

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 in 2015 requires the Partnership to publish 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 Action Plan 2022 to 2025](#)

Partners collectively agreed GCPP's vision: "Our vision is for Glasgow to be a world class city, with thriving and resilient communities where everyone can flourish and benefit from the city's success."

The team works alongside other teams within Community Empowerment Services, across the Council family, with partners across the city, third sector organisations and community groups.

2. Community Justice

The Community Justice team facilitates Community Justice Glasgow (CJG), a partnership of local and national partners as outlined in the Community Justice (Scotland) Act, as well as third sector and victim support representation.

Partners collectively agreed CJG's vision: "Glasgow is a safer place where reoffending is reduced, the impact of crime is mitigated, and all citizens affected by offending have equal opportunity to thrive. We will achieve our vision through continued partnership working and taking effective action on our key themes."

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 resourced 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.

3. Community Engagement

The Community Engagement team provides support to a number of areas of the Council Strategic Plan and key work areas of Community Empowerment Services. The team provides ongoing support to Community Councils including through the recently established Community Councils Social Recovery Group.

A citywide community engagement group has been established, building on work to support those shielding during the pandemic and to facilitate community engagement in relation to the new Community Action Plan.

This team also leads on Equalities work, principally through the Glasgow Equalities Working Group, the BME Task Group and a recently established Cross party Working Group to address the legacy of slavery in the city.

4. Grants and Initiatives

The Grants and Initiatives Team manages, administers, and monitors, the Council's Glasgow Communities Fund and the Children's Holiday Food Programme. The Glasgow Communities Fund provides grant funding to organisations to deliver high quality and much needed services to the citizens of Glasgow. Funding is allocated to meet the priorities of the Council and of Glasgow Community Planning Partnership. The Children's Holiday Food Programme ensures that children and young people receive nutritious food as part of other activities provided by third sector organisations during the school holiday periods.

The team works alongside other teams within Community Empowerment Services, across the Council, with partners across the city, third sector organisations and community groups citywide and at a local level.

B. Corporate Policy and Governance.

The Corporate Policy and Governance function leads on the strategic policy, planning and governance functions of the Chief Executive's Department. The role of the function is to lead and coordinate the delivery of the council's vision, corporate strategies, initiatives and programmes that deliver on its ambitions. In doing this the function is responsible for ensuring the delivery of best value and our local code of governance.

Key activities include:

- leading the development of a council strategic plan to implement the council's 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
- leading and contributing to a range of policies, programmes and initiatives that deliver the council's ambitions and commitments
- designing and implementing a governance framework to support the implementation of the council strategic plan, including a performance management framework and annual business planning for services and ALEOs
- ensuring that strategy development and its delivery is informed by risk management to support better decision making and future strategic planning
- leading and advising on significant engagement and consultation in the city on corporate issues, such as the budget and climate action, or emerging issues in the council strategic plan
- supporting consistent business continuity across the council family to ensure resilience in the operational delivery of services
- driving and supporting the council's approach to open government
- leading the development, engagement and co-ordination of delivery of the council's equality outcomes, ensuring equality is embedded in governance arrangements;
- Nurturing and maintaining strong working relationships with local and national partner organisations, such as Cosla, the Scottish Government and city partners, to anticipate issues and develop and deliver shared objectives.

C. Economic Development

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

Over the past 24 months Economic Development has been critical to contributing to the City's response to the impact of Covid. Whether it be directly administering and distributing over £300m worth of Scottish Government Covid business support grants or co-ordinating the response of partners through the Glasgow Economic Recovery Group.

As the city continues to emerge from the pandemic, Economic Development, working with key city stakeholders and partners has developed the [new Economic Strategy for the city](#). Building on the work of the Glasgow City Region (GCR) Intelligence Hub in the development of the Regional Economic Strategy, the Glasgow Economic Strategy will focus 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 new Economic Strategy:

1. Invest Glasgow

Invest Glasgow (IG) offers comprehensive business support and guidance, providing one point of contact to all businesses, property investors, developers or individual talent 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 also comprises 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.

2. Business Growth

Through delivery of the Business Gateway Service, a team of dedicated, skilled, business advisers help companies grow. We offer a range of support to businesses across the life-cycle from pre-start, pre-revenue through to mature companies that are contributing to the economic wealth of the city. Through the Glasgow Business Growth programme we have created a truly connected and collaborative network of specialist support and expertise by bringing together the public, private, education and third sectors to develop and deliver an unrivalled level of support in the UK, one that has the sole objective of growing the city economy in a fair and inclusive way. In addition, we provide a dedicated programme of capacity building support to the social enterprise sector. The Business Growth team was instrumental in securing record investment for the new Studio at the Kelvinhall operated by BBC Studioworks.

3. Green Economy

The Green Economy Unit is a new team for 2022/23, in recognition of how the City's transition to a net zero, and climate resilient city requires a fundamental transformation of the economy. The primary programme delivering this is the Glasgow Green Deal - a nine-year mission which will fundamentally reshape the city's economy. It is a transformative new

approach, designed to bridge the gap between aspirations and action around the Climate and Ecological Emergencies and deliver equitable, Net Zero carbon, climate resilient living by 2030. Through the mission, Glasgow City Council is working with businesses, citizens and Governments to design policy and regulatory measures, innovative and investable projects, and a supporting framework with Governments, the private and public sector and communities.

4. Digital Economy

The purpose of the Digital Economy function is to maximise the benefits of exploitation and leverage of digital technology to support a sustainable and growing 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, connectivity and infrastructure
- Driving digital inclusion, including skills and accessibility
- Increasing numbers and growth of digital businesses
- Driving digital adoption and exploitation

5. Employment & Skills

Responsible for the co-design, commissioning, monitoring and reporting of employability provision in the city. With recent additional Scottish Government investment, the overall employability budget is now in excess of £14m per annum. Economic Development also has responsibility for the management of the Local Employability Partnership (LEP) – the strategic partnership directing the investment of the annual employability budget.

D. Glasgow City Region Programme Management Office City Deal

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 Recovery Plan in response to Covid-19, which informed the Regional Economic Strategy, and currently has in place a number of sector-focussed economic development plans, for example, the Tourism Action Plan and the Skills Investment Plan.

2. Glasgow City Region City Deal

Eight neighbouring local authorities across Glasgow and the Clyde Valley secured one of the largest City Deals in the UK in 2014. The £1.13 billion [Glasgow City Region City Deal](#),

the first of its kind in Scotland, will boost the city and the wider region's economic competitiveness over the following 20 years. The City Deal is funding major infrastructure projects to create thousands of new jobs and assist many unemployed people 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 Project 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. This includes the recent production of the new Regional Economic Strategy and supporting the development of new programmes and projects within the Region. In doing so, the team is pioneering the use of new techniques and data sets to explore how the economy functions and how it can be improved.

E. Human Resources (HR)

The Glasgow Family HR community is organised to provide the most efficient professional service by making the best use of expertise and deliver a consistent policy approach. We use a hub and spoke operating model, with central leadership in Chief Executive's department from the head of HR and an HR business partner framework based firmly in services/ALEOs. This model makes sure that the needs of each part of the organisation can be supported by HR teams working closely from within the business areas.

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, Equality and Diversity and Health and Wellbeing to support the organisation make the best use of its employee resources.

Strategic HR CE/FS builds and maintains reliable and flexible HR and people management frameworks with FS and CE, 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.

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 function, again through a hub and spoke model, exists to provide policy and central frameworks which ensure that all statutory and regulatory H&S arrangements are effective across the council.

F. 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 registrations), National Records Office for Scotland (Legislative Body for Registration in Scotland) and the Home Office and Immigration Service (British Citizenships and Marriage 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 Buchanan Galleries Tax Incremental Finance scheme, Burrell Collection Refurbishment, Council Family Review, Cycling World Championships 2023, Empty Homes, Glasgow Alliance to End Homelessness, Glasgow City Region Programme Management Office, Glasgow Health and Social Care Partnership, Glasgow Recycling and Renewable Energy Centre, Hydrogen Fleet Renewal, Kelvin Hall Redevelopment, Sighthill and other Transformation Regeneration Areas, as well emerging projects such as the recently announced Clyde Metro Project, the Glasgow Green Deal, 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, information technology, intellectual property, pensions, planning, property matters (including common good, disposals, acquisitions, compulsory purchase orders, leases and associated work with the Council's investment property portfolio for City Property), roads and traffic management, 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 3,000 freedom of information and environmental information requests each year. Requests can be received for any recorded information held across the whole Council. The team also handles several hundred subject access requests from individuals who are seeking copies of the personal data that the Council holds about them. Strict statutory deadlines must be met for every request.

3. Corporate Procurement Unit (CPU)

The Council currently has a commercial spend profile of £558m relating to the procurement of goods, services and works. This increases to £700 million across the Council family and is split into 65 Commodities.

The CPU manages 48 of the 65 commodities and influences approximately £286m of the £700m commercial spend. The HSCP is responsible for the procurement of care related commodities which covers approximately £290m 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 and priorities.

The CPU and HSCP support delivery of the Council's Corporate Procurement and Commercial Improvement Strategy (Strategy), which is closely aligned to the Council's Strategic Plan, and sets out the procurement objectives and actions for the Council for 2018 to 2022 . The Strategy is monitored via a comprehensive Strategy Action plan and is reported via the Council's Corporate Procurement Governance Structures, including the Contracts and Property Committee.

The [Corporate Procurement Strategy](#) is currently being reviewed.

The objectives and actions detailed in the Strategy include our approach to Brexit, suppliers' fair working practices and ethicality, sustainability, Small and Medium-sized Enterprises (SMEs), Supported Businesses, Co-operative Glasgow (to create opportunities for more Social Enterprises and Co-operatives), and Third Sector organisations. The Strategy also details the Council's continued focus to drive our social and economic sustainability principles into our procurement in a relevant and proportionate manner with a particular focus on embedding community benefit clauses within our contracts.

The Council's [Community Benefits Policy](#) demonstrates the Council's commitment to maximising Community Benefits from procurement activity. From implementation of the Strategy, the Council has achieved the following Community Benefit Outcomes:

- Outcomes secured – 4081
- Outcomes delivered – 947
- Outcomes in progress -2235
- Outcomes not started – 899

The above includes outcomes in Targeted Recruitment and Training, Educational Support, Vocational Training, Business Support and Community Engagement.

G. Strategic Information, Innovation & Technology

Glasgow City Council entered into a seven year contract with the Canadian multi-national ICT provider, CGI Ltd, commencing April 2018 for the provision of ICT services to the authority. The contract provides a comprehensive service covering the delivery of all aspects of ICT provision. The Council made the decision to support the contract by the creation of a new "intelligent client" division within the Chief Executive's department.

The Strategic Information, Innovation and Technology (SIIT) team is the Council's intelligent client and provides management of the ICT contract.

The team comprises five main areas: technology; innovation, business intelligence; information management and business partners. Each team provides a specific focus that ensures the Council exploits the use of digital technologies and customer changes to ensure that we offer the best and most efficient service for the Council, citizens, businesses and visitors.

In technology, the success of the relationship the Council has with CGI and the realisation of transformational change starts with appropriately capable and secure technologies being in place. These foundations ensure that the work carried out by the innovation and business intelligence towers can be properly facilitated. A robust, flexible and secure infrastructure is essential for ongoing service delivery and business change.

Data is created, modified, stored, shared and deleted across the Council on a daily basis. Everything we do is underpinned by the use of data. From our interactions with citizens, to how we forecast and plan our services, data is key. Business Intelligence gives us the opportunity to turn data into something meaningful that can help us focus our resources to achieve better outcomes across the city. Our strategy is to improve our use of data and deliver capability that allows GCC, citizens and 3rd parties to make informed decisions.

The innovation team works to establish a culture of innovation in the Council. This includes promoting the use of new technologies such as the Microsoft M365 suite of applications as well as promoting digital leadership and the development of a digital champions network. Creating a framework and workflow for innovative ideas to progress to completion from concept to implementation, ensures that the innovation capability is promoted Council-wide.

Information Management (IM) is a cross-cutting theme covering all Council activities. The IM team is responsible for management of the Council and ALEO-wide information governance framework and information architecture and also provides a support service for service/ALEO information managers and their local teams. The team ensures both information governance and legal compliance and looks at ways for the Council to improve its information management services.

Our business partner network underpins everything we do in SIIT. Business partners are aligned to service areas and are key in ensuring that the voice of the service area is heard across SIIT and wider, into CGI. Business partners understand the role digital technologies play in the delivery of services as well as having an understanding of the strategic direction in service areas that can help predict digital technology planning and use.

The Digital Glasgow Strategy sets out Glasgow's plans to embrace digital opportunities. It acknowledges the challenges we face as a city as a result of the disruption that technology can bring to our economy. The Digital Glasgow strategy is managed by SIIT and by the Council's Chief Digital Officer who is a member of the SIIT leadership team.

H. 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.

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 Office supports the Lord Provost both in the execution of public duties within the City of Glasgow and when acting as the city's chief ambassador abroad.

I. Transformation and Financial Inclusion

The Transformation and Financial Inclusion Team is made of a number of separate but integrated units designed to address Poverty in the City and develop and deliver the whole system change required to do this in a sustainable and ongoing way.

1. Child Poverty

As part of the Child Poverty December 2017 Act Glasgow City Council and the Health Board has a statutory duty to develop an annual Local Child Poverty Action Plan. The primary focus is to reduce child poverty by working in partnership with council, health board and 3rd Sector colleagues across the city and drive forward transformational change.

Key priorities include:

- Working in partnership with Scottish Government, Local Authorities, Health Boards and other Community Planning Partners to develop actions and interventions that deliver on the Child Poverty Act set against the Child Poverty Framework
- Monitoring progress in impact of actions in reducing poverty against framework indicators
- Produce an action plan from Glasgow in conjunction with health colleagues (Fourth joint report due in October 2022)

The Transformation and Financial Inclusion team works in partnership with other city partners to develop and shape both the strategic and operational responses which reduce child poverty in line with the Child Poverty Act 2017 and produces the annual joint Local Child Poverty Action Report.

2. Financial Inclusion

Financial Inclusion was established to work with city partners to develop an ambitious plan aimed at addressing the impact of poverty in the city. It achieves this through a focus on integration, policy planning, performance management, and working closely with service areas and third sector partners.

Some of the team's current development initiatives are:

- Delivering the council's financial inclusion strategy;
- Taking a lead role in managing the impact of welfare reform;
- Managing and developing the financial inclusion and housing information and advice Services contract;
- Delivering the council's commitment to the outcomes from Poverty Leadership Panel - Glasgow's action plan for change;
- Lead on the strategy development for Glasgow's Helping Heroes
- Delivering on a range of programmes including the Addressing Pensioner Poverty Programme

3. Improving the cancer Journey (ICJ)

Improving the Cancer Journey (ICJ) is the first supportive cancer service of its kind in the UK. It offers support to everyone eligible in the Glasgow city area by offering a Holistic Needs Assessment (HNA) to help identify and address all physical, psychological, social, financial and practical needs.

4. Long Term Conditions and Macmillan Team (LTC)

The Long Term Conditions and Macmillan Team (LTC) offer a free money advice and support service to the citizens of Glasgow. It offers help with, debt advice, money management, benefit advice and housing issues. The service offers free confidential advice and support to anyone affected by a Long Term Health Condition, including carers.

5. Glasgow Helps

Glasgow Helps is a new city service, currently hosted within GCC. It supports citizens to connect to the right assistance, in the right place, at the right time. It recognises that often it is difficult and confusing to understand the volume, type and extent of support networks available and seeks to navigate these alongside the citizen. Using holistic conversations, it builds relationships and trust with citizens to create a joint understanding of needs, capabilities and aspiration. From there, Glasgow Helps identifies, secures and case manages agreed support pathways and referrals to provide both immediate assistance but also to build resilience for the future.

Glasgow Helps seeks to:

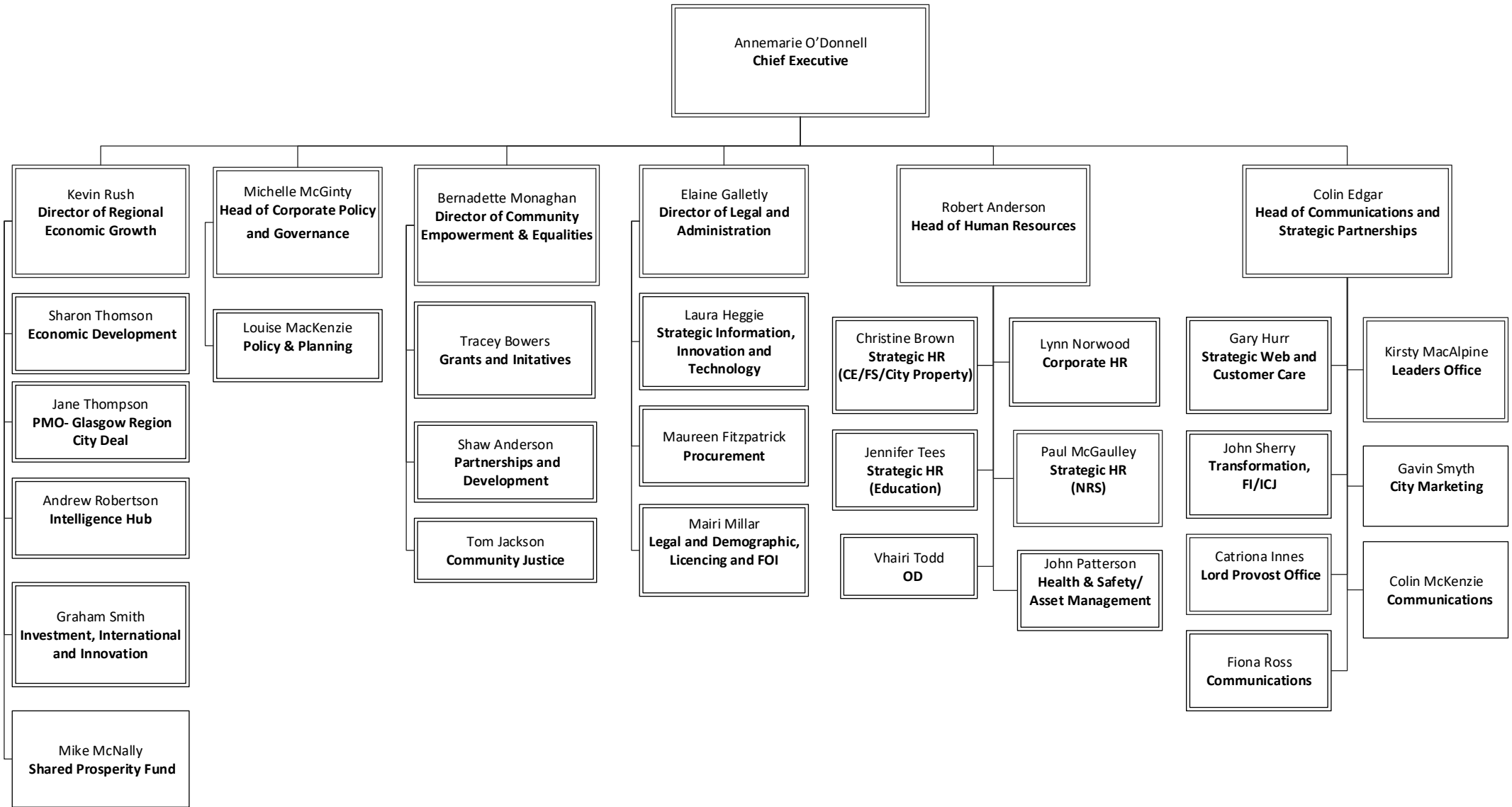
- Improve outcomes for citizens by using intelligent interrogation of data to proactively reach out and offer support;
- Place citizens at the heart of the service;
- Work in partnership to improve outcomes rather than outputs;
- Use citizen insight and feedback to inform and shape how the public and third sectors better design their services; and

- Inform whole system change by identifying the challenges in delivering its service and testing new ways of working.

6. Covid Response/Recovery

During the pandemic the team undertook a range of project work to ensure that those citizens most vulnerable to the impact of Covid-19 were able to access additional support. As we move out of the response phase and into recovery, our focus remains on supporting those populations who are most adversely affected by poverty. Crucially, our team are focused on using the lessons and experiences, that have been reinforced during the pandemic, to drive forward a shared city ambition delivered through wholesale system change. We will work in partnership across the city and with Scottish Government, CoSLA and the Improvement Service to use innovative Test of Change activity to challenge the inherent barriers that hinder our current approaches. This will drive forward new ways of working that support our services and organisations to be as effective and efficient as they can.

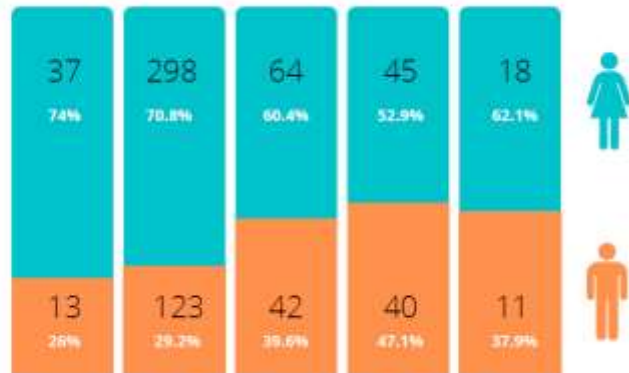
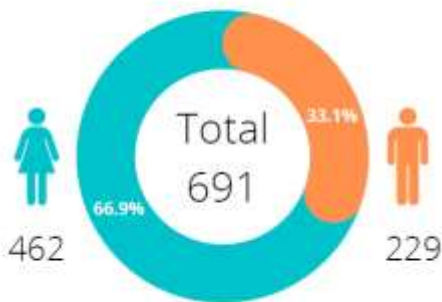
Chief Executives Department: Organisational Structure (as at April 2022)



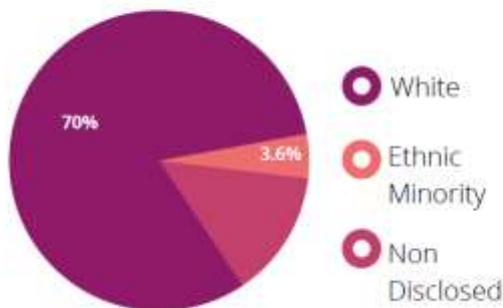
Chief Executive's Department Staffing

1.5 The Department's staff number is now 691. The images below provide an overview of our staffing by gender, ethnicity and disability by grade as at 31st March 2022.

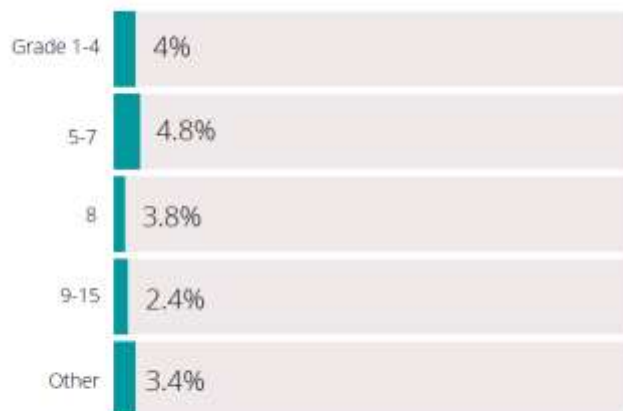
Gender



Ethnicity



Disability



Disabled

*To ensure that employees can't be identified we have removed numbers where it is lower than 10.

Financial resources: Budget

1.6 This section summarises the **Chief Executive's Department's** budget for **2020/21** and **2021/22**. The approved budget is shown below:

2020-21 Approved Net Expenditure Budget		2021-22 Approved Net Expenditure Budget	
51,356,800		68,021,800	
2020-21		2021-22	
Budget (£)	Expenditure	Budget (£)	
965,600	Governance	1,115,000	
4,529,700	Human Resources	4,676,200	
2,324,600	Procurement	2,302,400	
28,383,800	Community Empowerment Services	28,581,800	
7,739,400	Legal and Administration	8,474,700	
5,961,200	Chief Executive's Office	5,926,400	
486,100	Transforming Glasgow PMO	4,510,400	
44,050,900	ICT	45,759,900	
0	Economic Development	17,809,100	
94,441,300	Direct Departmental Expenditure	119,155,900	
-26,426,900	Central Charges	-32,181,800	
68,014,400	Total Expenditure	86,974,100	
	Income		
139,100	Governance	139,100	
994,200	Human Resources	1,366,400	
806,900	Procurement	766,900	
912,600	Community Empowerment Services	912,600	
5,210,400	Legal and Administration	5,307,400	
351,400	Chief Executive's Office	368,400	
18,000	Transforming Glasgow PMO	808,700	
8,225,000	ICT	8,225,000	
0	Economic Development	1,057,800	
16,657,600	Direct Departmental Income	18,952,300	
51,356,800	Net expenditure	68,021,800	

Subjective Analysis

2020/21		2021/22
Budget (£)	Expenditure	Budget (£)
30,590,000	Employee Costs	37,826,200
129,900	Premises Costs	388,100
40,000	Transport and plant	43,700
3,245,200	Supplies and services	10,656,000
34,796,000	Third party payments	36,202,600
26,276,100	Transfer payments	34,675,200
-635,900	Transfer to capital	-635,900
94,441,300	Direct Departmental Expenditure	119,155,900
-26,426,900	Central Charges	-32,181,800
68,014,400	Total Expenditure	86,974,100

2020/21 Final	
Outturn	£m
Net Expenditure	—
Estimate	—
Variance	—

2020/21 Outturn Position

The Outturn position to be reported to the **City Administration Committee** in June 2021.
The published version of this report will include the final Outturn position.

Section 2: How the Service will meet its Strategic Plan Commitments

- 2.1 The Chief Executive's Department has a pivotal role in leading, supporting and communicating the Council's key priorities. Following the election of the new City Government in May 2022, the [Council Strategic Plan 2022-2027](#) was published in November 2022.
- 2.2 Glasgow City Council's Strategic Plan puts the challenges and aspirations of Glasgow's people and communities at the heart of every council decision. It will shape the authority's 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 Glaswegians are central to how the decisions affecting their communities are taken by the City Council.

The plan sets out four key challenges and more than 230 commitments on how all council services will help address, support and deliver on the city's main priorities.

The four grand challenges which have been identified are:

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

Glasgow City Council will revisit the plan annually to ensure it remains fit for purpose and to update commitments in line with changing circumstances.

The final update on the previous Strategic Plan 2017-22 was presented to [Committee in October 2022](#).

Strategic Plan Reporting 2022-27

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

Both Chief Executive Department and Financial Services will report to Operational Performance Scrutiny and Delivery Committee (OPDSC) in January 2023 on some of the joint work around addressing Grand Challenge 1: Reduce poverty and inequality in our communities; Mission 1: End child poverty in our city using early intervention to support families.

Committee Date	Item	Lead
18 January 2023	<p>Strategic Plan: Cost of Living</p> <p>Grand Challenge 1: Reduce poverty and inequality in our communities</p> <p><u>Mission 1</u> End child poverty in our city using early intervention to support families</p>	Chief Executive Department (CED/ Financial Services (FS)

Section 3: Other Service Priorities

Community Planning and Community Empowerment Services

- 3.1 The theme of **Resilient and Empowered Neighbourhoods** emphasises the activity that supports the city's [Community Plan](#) priorities.
- 3.2 The thematic approach highlights the clear linkages across the Council Strategic Plan priorities and the Community Plan priorities. The table below details how the Council Strategic Plan priorities also map across the key focus points in the Community Plan of:
- Inclusive Growth
 - Resilient and Empowered Communities
 - A Fairer More Equal Glasgow

It also details the related actions.

- 3.3 The Community Planning Partnership:
- has oversight of the Social Recovery Taskforce; established in response to Covid-19, which is developing a refreshed Glasgow Community Plan and associated Community Action Plan.
 - continues to work in ten neighbourhoods utilising the framework of locality plans which have agreed priorities and associated improvement plans. In recent months a further locality plan has been developed in Castlemilk in response to a participation request.
 - will continue to review annually and report publicly on progress towards the Glasgow Community Plan and the Locality Plans; and keep the continued suitability of these plans under review.

Resilient and Empowered Neighbourhoods	
Community Plan Priority	Actions 2022-23
Participatory Budgeting/Participatory Democracy	<p>The commitment to expand participatory budgeting (commitment 75) has seen progress over the past 12 months- giving local people more of a say in how budgets are spent, and services delivered in their neighbourhoods.</p> <p>Community involvement activities in Participatory Budgeting was at times limited by the challenges of the Pandemic response in 2021/22- but there was also a wider shift in approach and language over this period, to move towards Participatory Democracy and beyond a small grants model of Participatory Budgeting.</p> <p>Participatory Democracy was agreed upon by GCCPP Strategic Partnership as a guiding principle in the new model of Area Partnerships, reflecting a change of emphasis in this area, as stated in Commitment 75.1.</p> <p>This commitment to Participatory Democracy has been further embedded through plans to establish citizens panels during the course of 2022. This will start with an initial pilot of 3 - but shall be expanded to each of the Area Partnerships thereafter.</p> <p>Such examples demonstrate the commitment to and progress in further embedding Participatory Budgeting and Democracy in our local communities.</p>
Glasgow's Community Action Plan	<p>A revised Glasgow Community Action Plan was developed by the Social Recovery Taskforce (SRT). The role of the Taskforce was to provide leadership and direction and to set out a shared vision that would drive the cities response to the impact of the coronavirus.</p> <p>11 workstreams were established, led by the following partners:</p> <ul style="list-style-type: none"> • Mental health: Public Health Oversight Board • Technology and Digital: Digital Glasgow Board • Third Sector: Glasgow Council for the Voluntary Sector • BME Communities: BME Taskforce Group • Disabled Communities: Glasgow Disability Alliance (GDA) • Food Provision: Glasgow Food Policy Partnership /Glasgow Community Food Network • Violence Against Women: Violence Against Women Partnership • Volunteering: Volunteering Strategy Governance Group • Child Poverty: Child Poverty Action Group • Young People/Transitions: Glasgow Partnership for Economic Growth /Skills Development Scotland / Colleges • Property: Making Best Use of Our Assets/Property Group

Resilient and Empowered Neighbourhoods	
Community Plan Priority	Actions 2022-23
	<p>Most of these workstreams evolved from already established community planning structures, but the initial meeting recognised a need to create two new workstreams focussed on Disabled Communities and the Third Sector.</p> <p>An additional workstream focusing on the impact of the pandemic on women was established in July 2021.</p> <p>All new workstreams continue to meet, with the Disabled Communities Workstream publishing a report titled Transforming Participation for Disabled People in Glasgow beyond Covid-19 – Report and Recommendations from Disability Workstream to Glasgow Social Recovery Taskforce in January 2022.</p> <p>The Third Sector Workstream, meanwhile, is comprised of 13 leaders from across the sector, and it set out several questions for consideration in terms of how the council and third sector might work together in the future, including consideration of what works and what doesn't; what the challenges and opportunities are, as well as examples of good practice.</p> <p>This work is being continued through the Better Relationships Implementation Group, which consists of representatives from across the third sector and council family (Finance, Procurement, Economic Development, Health and Social Care Partnership and Glasgow Life). The Better Relationships Implementation Group meets monthly, and its objectives are to:</p> <ul style="list-style-type: none"> • Work through the Better Relationships report chapter by chapter and agree a final set of recommendations • Recommend the appropriate structure for implementation of those recommendations • Develop a clear approach to measuring the implementation of the recommendations and the outcomes • Produce a council/third sector action plan and timeline with specific tasks and assigned responsibilities • Present the final set of actions to the appropriate council committee/community planning structures • Ensure regular meetings are established between elected members, council family officers and the third sector to discuss progress and any challenges with implementation of the action plan. <p>Work in this area is ongoing, with a finalised 2022-25 Community Action Plan, derived from the outcomes of the established SRT workstreams due to be published shortly, in the summer of 2022.</p>
Delivery of a fairer, more equal Glasgow	<p>Disabled people and BME communities have been disproportionately impacted by the covid pandemic in terms of increased levels of exposure to the virus and the severity of outcomes once they had contracted it.</p> <p>In recognition of these inequalities, the Social Recovery Taskforce (SRT) was comprised of workstreams, led by representative advocacy groups including the Glasgow Disability Alliance (GDA) and the BME Taskforce Group.</p>

Resilient and Empowered Neighbourhoods	
Community Plan Priority	Actions 2022-23
	<p>1 of the 4 Participatory Budgeting pilots focused on BME communities specifically, with an overarching aim of reducing poverty and inequality. This was facilitated through establishing Citizen’s Panels, helping to build capacity, increase engagement within disadvantaged communities whilst signifying the wider move towards Participatory Democracy at the local level. A strong commitment to inclusive and accessible participatory budgeting was also demonstrated with Glasgow Disability Alliance (GDA) supporting disabled people to participate fully.</p> <p>Housing is a key area in which inequality leads to poorer health and environmental outcomes across Glasgow. Several actions have been taken in line with Commitment 84 - to tackle rogue landlords in the private rented sector, in partnership with the Scottish Government through the development of Enhanced Enforcement Areas (EEA).</p> <p>Successful actions include extending an EEA to 18 blocks of tenements in Govanhill. Although further EEAs are unlikely to be designated in Scotland, through successful lobbying, Scottish Government legislation now enables local authorities to request “prescribed information” from private landlords. Failure to provide it can result in further action can be taken.</p> <p>Another specific action was for the council to consider an enforcement project team to work with Registered Social Landlords on areas with tenemental housing stock. Following deliberation, such an enforcement team has now been established.</p> <p>Also recognised was the need to learn lessons from the whole-community strategy for Govanhill and extend and adapt this approach for other areas of Glasgow facing similar challenges. These powers, alongside the insight gained, can be used to improve housing stock and tackle housing inequalities as identified by the Housing Partnership Initiative Areas (HPIA).</p> <p>As part of the ongoing response to the issues raised by the Black Lives Matter movement, progress has been made in the form of a report titled Glasgow, Slavery and Atlantic Commerce: An Audit of Historic Connections and Modern Legacies, published in March 2022. This report is extensive and makes no prescriptions on the next steps in addressing these legacies - which shall be made by citizens - in the form of future discussions and consultations on the matter.</p>
Glasgow Communities Fund Support and Monitoring	<p>Alongside participating in a review into the Glasgow Communities Fund (GCF), the Community Empowerment Service provided funding via the GCF to more than 300 different organisations and delivered the Children Holiday Food Programme.</p>

Resilient and Empowered Neighbourhoods	
Community Plan Priority	Actions 2022-23
	<p>The Finance and Audit Scrutiny Committee considered the Glasgow Communities Fund report on 5 May 2021, while the independent review, Glasgow Communities Fund: Research with the Third Sector, was considered by the Wellbeing, Empowerment, Community and Citizen Engagement City Policy Committee on 11 November 2021.</p> <p>The recommendations and learning gained from each of these reports is integral to the work currently being undertaken by CES in the development of GCF Phase II, that will be implemented on 1 April 2023.</p> <p>A timetable has been agreed for GCF Phase II including a report to the Central Administration Committee in June 2022 that will outline the implementation plan and delivery model for Phase II.</p>
Facilitate Glasgow Community Planning Partnership's (GCPP) activities at a citywide and community level	<p>There has been progress in the development of additional Thriving Places/Locality Plans. In response to participation requests, a new locality plan was developed for Castlemilk in recent months, with another being developed in the Barlanark/Barmulloch area.</p> <p>More Thriving Places/Locality Plans will be developed in April 2022 onwards, alongside the establishment of a locality planning subgroup of the GCPP Strategic Partnership. Locality planning will also be embedded as a standing item on the new Area Partnerships agenda.</p> <p>A Community Council Social Recovery Group was set up in September 2021 to support the operational recovery of community councils and enable meetings to resume, either virtually, through a hybrid model or online. The Group held its 5th meeting on 18 January 2022. A successful online Community Council Development Session took place on 1 March 2022, focusing on the topic of Participation Requests, and this adoption of online/ hybrid meetings in future could increase the participation in and accessibility of the process.</p> <p>In response to the success of this session, plans are being made to relaunch the in-person Community Council Development Session which takes place on Saturday mornings in the Burgh Court Hall. Community councillors have already identified topics of interest for the agenda- including the new Infrastructure Investment Fund that will be delivered through Area Partnerships.</p>

Revenue and Capital Budget Change

- 3.4 The pace and scale of reform of our services enables us to respond to the current and future service and financial challenges.
- 3.5 The Chief Executive's Department, will itself, have a net Budget Change of £2.79 million (excluding the impact of the revised council structure); reflecting Revenue Investment of £4.45 million and Savings of £1.66 million.

The department will achieve its saving's target by:

- not replacing staff who will leave naturally; and looking at ways to reduce our workloads and increase our efficiency to continue to deliver services.
 - rebalancing our people resources to where they are needed most for the benefit of the city. We will only replace the most essential posts.
 - maximising our income where appropriate.
 - ensuring our procurement processes are as efficient and effective as possible.
- 3.6 A summary of the budget strands to be delivered within the Chief Executive's Department are included below; and also, the revenue investment for the Department in the coming year.

Service Budget Change Summary 2021- 2022

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)
				2021/22
21CE33	Local Parks and Open Space Improvement Fund	Investment	A Sustainable and Low Carbon City	+1,500
21CE36	Financial Inclusion Schools Pilot	Investment	Excellent and Inclusive Education	+100
21CE37	Financial Inclusion One Parent Families Scotland Pilot	Investment	A Thriving Economy	+250
21CE35	Community Climate Action Fund	Investment	A Sustainable and Low Carbon City	+600
21CE39	Emerging Needs, COVID Recovery Fund	Investment / Renewal Activity	A Thriving Economy	+2,000
21CE19	New Communities Fund	Service Review	A Well Governed City that Listens and Responds	-1,108
21CE20	Lean Service Review	Service Review		-58
21CE21	Flexible Retirement	Service Review		-60
21CE22	Income Maximisation	Income Maximisation		-97
21CE24	Income Maximisation	Income Maximisation		-67
21DR12	Review of Discretionary Grants	Service Review		-170
21DR15	Glasgow Guarantee Programme	Service Review		-100
				Total
			NET BUDGET CHANGE (£)	+2,790
			NET BUDGET CHANGE (%)	+3.2%

Supporting Our Employees – Corporately and Service

Responding to Covid-19

- 3.7 Throughout the pandemic, we committed to keeping all employees safe whilst supporting them to continue to work effectively to deliver for the citizens of Glasgow. Our objective was to provide a holistic approach to support which ensured employees didn't attend work when infected or recovering and that they didn't suffer any financial detriment due to Covid-19. We continued to adapt and respond whilst ensuring we maintained our employee commitment and met or exceeded the requirements of the Scottish Government Covid-19 Fair Work Principles.
- 3.8 Employees diagnosed with Covid-19 have had regular support through conversations with their managers. Individual risk assessments were, and continue to be carried out and where appropriate referrals to Occupational Health have taken place with support and review measures implemented.

Health and Wellbeing

- 3.9 We acknowledged the significant and potential impacts of the pandemic on individual employee health and wellbeing and developed our Health & Wellbeing Strategy to allow us to respond and deliver a comprehensive range of supports and interventions that are accessible to all in a dedicated information and resources area on the council's external website. These included:
- Health & Wellbeing Inclusion Calendar engaging employees in key monthly campaigns, events, and activities to support their health and wellbeing and to help them to feel valued, included and connected to the organisation and to their colleagues.
 - Weekly Staff News updates featuring key health and wellbeing campaigns, events, and activities - including opportunities to get involved. Highlighting all the national Public Health programmes and resources for Scottish citizens.
 - Staff Health and Wellbeing Handbook specifically designed to give frontline employees fingertip access to a wealth of recommended internal and external information, guidance, and services to support their health and wellbeing.
 - Health and Wellbeing Resources Guide - bringing together a select range of free health and wellbeing resources such as posters, leaflets and pocket cards that can be accessed and shared digitally, printed, or ordered in hard copy format to distribute in and around workspaces
 - Health and Wellbeing Training Programme of relevant topical digital learning opportunities enabling employees to champion their own health and wellbeing and look out for each other with over 400 employees engaged.
 - Access to Employee Assistance Programme (EAP) which provides free, confidential information, and support to help staff for a variety of life

circumstances and changes. This continues to be available by telephone, email, instant messaging and online.

- 3.10 There continues to be a significant focus on health and well-being, which is increasingly important given the Covid environment. The pandemic and resultant number of employees working remotely gave rise to new digital methods of engagement.

Maximising Attendance

- 3.11 We continued to comply with the Council's Maximising Attendance Policy, with additional options of health support measures for Covid related absences including the annual provision of flu vaccinations across the organisation as well as utilising the resources of our Employee Assistance Provider (EAP), Workplace Options, and our Occupational Health provider, People Asset Management (PAM). A range of Health & Wellbeing Initiatives were offered both Corporately and within the Service to promote employee support, provision of information and healthier options and activities.

Pay and Benefits

- 3.12 A pay and grading project team has been created involving HR, Legal, Finance, CBS and the SIT team to take forward the work involved in designing and then implementing a new pay and grading scheme for the Council. This will be based on the ranked order output of the SJC Job Evaluation exercise currently underway and will represent the final resolution of the Council's Equal Pay liability.

Policy Review

- 3.13 Considerable work continued corporately related to the pandemic, changing ways of working and current social and economic issues affecting employees. Such as Covid-19 attendance support, future ways of working, gambling harms, trauma informed practices and leave arrangements including Kinship and Bereavement support.

Equality, Diversity & Inclusion (ED&I)

- 3.14 Our [Employment Equality Outcomes 2021–2025](#) outline our key commitments to ensure we are an inclusive and diverse employer. During 2021 we delivered a suite of ED&I training within the service and across the organisation. We worked closely with our employee inclusion networks delivering events on a quarterly basis with a particular focus with our Black & Minority Ethnic (BME) Network including development of a steering group alongside proposals for change as well as delivering several BME Positive Action Recruitment Initiatives to increase BME representation across the organisation. We achieved accreditations from Stonewall, Employers Network for Inclusion & Diversity as well as maintaining our status as a Disability Confident, Age Positive and Carer Positive Exemplary Employer. ED&I remains a priority for us particularly as we move out of the pandemic and into new ways of working.

Future ways of Working

3.15 Throughout Covid-19 we have supported corporately and within the service to allow employees to continue to deliver our services. For traditional office-based staff we did this by providing equipment and skills to allow them to work from home. As we move out of the pandemic, we have engaged staff through consultation and employee surveys to understand their views on how they have worked over the past two years to ensure that moving forward we're able to create a modern flexible working environment which suits organisational needs alongside the supportive work life balance approach we have achieved during Covid-19. In April we started our Hybrid Working Pilot which allows employees to balance office and home working, a full evaluation of the pilot will assist us to determine our model for future ways of working.

Workforce of The Future

3.16 Working through the pandemic brought to light the challenges faced by front line workers accessing our supportive employee arrangements. As a result we're taking a digital toolbox approach to find creative and innovative ways to fingertip access for non PC facing employees to build better communication, access to terms and conditions of employment and increased employee engagement.

Learning & Career Development

- 3.17 Core essential training continued, predominantly through virtual means including GOLD. The focus moving forward is to continue with development provision through a blended approach using technology as well as face to face delivery. A programme of MS Teams tutorial sessions were offered across the department to help build digital confidence. We also continue to support the Council's Internship and Modern Apprentice Programmes.
- 3.18 It was identified that young people were severely impacted by Covid-19 and in response we increased the intake on our Corporate Graduate Programme to 44 places with graduates placed across all services. We also developed a programme in line with the Government's Kickstart Scheme providing jobs for unemployed 16 to 24 year old who were in receipt of Universal Credit.

3.19 Economic Development update

3.20 Digital

Digital connectivity provides the essential foundation for all aspects of the economy including social, education, care, business and civic. Gigabit-capable connectivity is considered suitable for most requirements both now and the near future. Gigabit-capable broadband means download speeds of at least 1 gigabit-per-second (i.e. fast!).

Whilst full-fibre can provide greater capability, gigabit-capable is now considered as a more achievable target and will provide suitable connectivity capacity for most requirements. Glasgow works closely and proactively with the digital infrastructure industry to attract investment into the City.

Glasgow now has more than 46% coverage of Gigabit capable connectivity, which is just under the national (50%) average and the same as the UK (46%) average (OFCOM Connected Nations, Sept 21). This up from 27% as measured in Sept 2020.

More importantly, 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.

3.21 Business

During FY 2021/22, Glasgow's Business Start-up's supported through Business Gateway increased to 461, 5th highest out of all local authorities in Scotland and the highest of the Scottish cities.

3.22 Inward Investment

In 2021, Glasgow ranked 5th in the UK for Foreign Direct Investments (FDI), according to the annual Ernst and Young Annual Attractiveness Survey. This annual survey provides a robust and credible benchmark against other UK cities and key competitors. Invest Glasgow' records FDI performance against 5 KPIs: enquiries; total company investments; new company investments; company expansions; and jobs created.

Invest Glasgow's FDI targets were revised downwards during Covid as Glasgow's FDI had dropped by 62%, at the height of the pandemic. In 2022 Invest Glasgow reported a steady increase across all our KPIs: the figures below are a combination of fDi Markets and Invest Glasgow's own recorded data (which includes real estate).

For 2021/22:

- **72 enquiries**, target was 50
- **50 total investments**, target was 40, of which
 - **24 new company investments**, target was 25
 - **26 company expansions**, target was 15
- **5391 new jobs**, target was 3000

3.23 Employability

There is no national indicator that accurately reflects an employability comparison across local authorities. The department is in the process of re-designing employability support and as of 1st April 2023, there will be a comprehensive employability programme, based on need, implemented with measurable outcomes and outputs.

Section 4: Benchmarking, Inspection and Equalities

4.1 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.

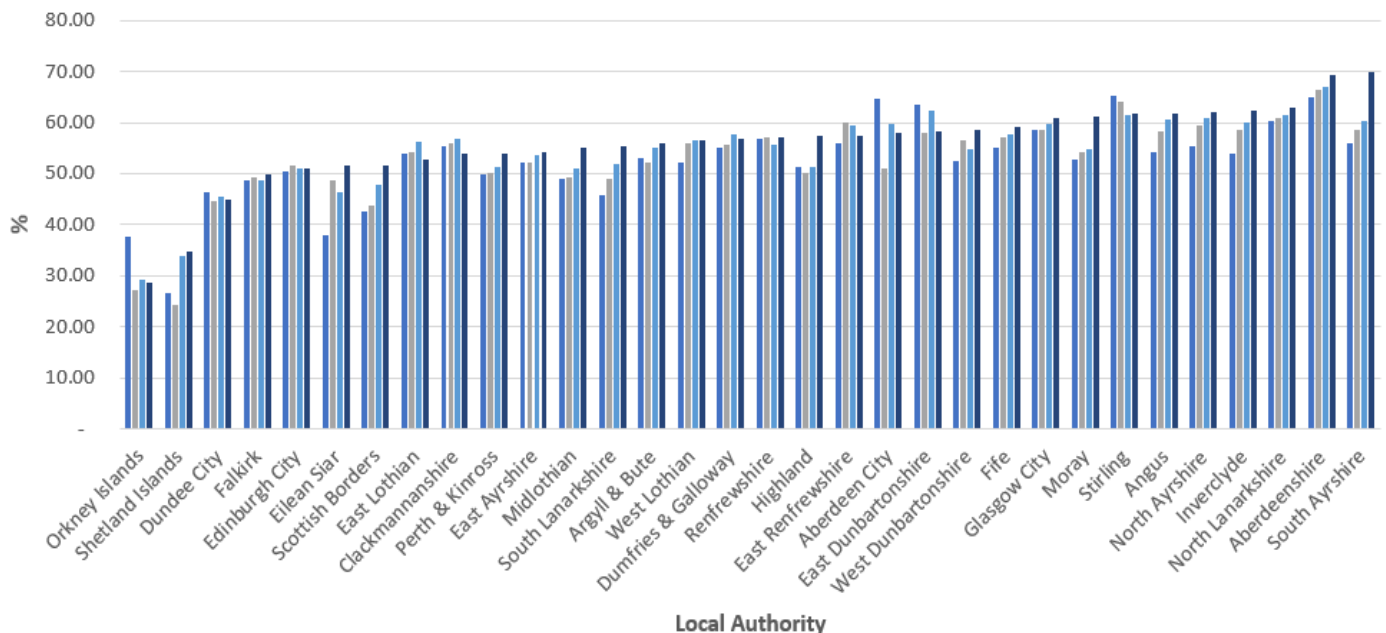
Local Government Benchmarking Framework (LGBF)

4.2 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 will be made available in May 2021 and a full report examining the data will be submitted to **Operational Performance Delivery and Scrutiny Committee on 16th June 2021**.

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

4.4 At 58.6%; Glasgow has the eighth highest proportion of employees who are women, in highly paid posts. From 2019 this indicator has been supplemented by an additional pay equality indicator, so this will be reflected in future reporting.

CORP 3b - % of the highest paid 5% employees who are women
2017/18, 2018/19, 2019/20, 2020/21



- 4.5 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.

European Foundation for Quality Management (EFQM)

- 4.6 As part of the Council's statutory duty on Best Value, it completes a self-assessment on a regular cycle. In 2019 the EFQM identified areas for improvement across a number of topics. Improvement Actions agreed are currently being implemented

Up to March 2020; a number of services had completed an EFQM assessment, (The Glasgow Model) either at Service (FS), or Section (Planning and Building Control) level. A number of other services had begun pre-assessment work. However, since March 2020 no further work has been undertaken.

Since March 2020 there have been a number of structural changes within services which have impacted on existing programme. Also during this period the EFQM support organisation in Scotland (Quality Scotland) went into liquidation; to date no new organisation has been identified who will train assessors or support organisations undertaking EFQM assessments.

Internal Performance Audit 2021

- 4.7 The recommendations of the Internal Audit of Performance Management will form a key part of our own review of performance as we reshape some of our reporting mechanisms; to ensure they are both robust and fit for purpose in the light of many of service delivery areas highlighted through our Renewal programme.

Equalities

- 4.8 Equalities is also a key focus for the Chief Executive's Department in the coming year, both in implementing the new Equality Outcomes in 2021-25, delivering further Equality Impact Assessment training, refining the support tools, and supporting the monitoring and the quality assurance required for successful impact assessment.
- 4.9 Some of the key strategic and developmental mechanisms for delivering our outcomes include:
- The Equalities Working Group (EWG) which is an officer group with representatives from all services and ALEOs is responsible for coordinating the Council Family Group response, at an operational level, to the Equality Act 2010.

- The Glasgow Community Planning Partners Equalities Group (GCCPEG) is coordinated by Democratic Services and chaired by our Health Partners drawing together the widest range of third sector partners across the city to look delivering Equalities Outcomes as part of the Community Plan.
 - We also deliver greater diversity awareness and activity, through our Equality and Diversity Champions supported by HR.
 - The BSL User Reference Group convened to develop the action plan to support the British Sign Language Act in October 2018. It may be convened again on an ad hoc basis to support the work of the BSL User Reference Group (see 4.12)
- 4.10 Our Equality Outcomes are the targets the Council sets to meet its strategy requirement by:
- Eliminating Discrimination, Harassment and Victimisation
 - Advancing Equality of Opportunity
 - Fostering Good Relations
- 4.11 In particular we support these strands through reporting on the newly developed [Equalities Outcomes 2021-2025](#) through our biennial reporting framework, and systematically updating progress through our Equalities Working Group, comprising of key strategic staff.
- 4.12 A key development since the outcomes were published in 2017 is the publication of the [BSL Action Plan 2018-2024](#). A BSL User Reference Group was established in autumn 2019 to provide a direct link to the community and reflect the priorities of the community as the Council Family seeks to implement the Action Plan. Covid 19 had prevented the scheduled face to face meetings of the group in 2020, 2021 and 2022; however, a face to face meeting is being planned with the group in early 2023.
- 4.13 Our [Equality Impact Assessment process](#), led by Chief Executive's Department has initiated a programme of training and support. Despite Covid 19 it has delivered revised online training to GPCP Committee; and has initiated a programme of online training commencing in May 2021; and has now returned to face to face training in December 2022.
- 4.14 We are also working with Integration Joint Board of Health and Social Care Partnership (HSCP) to align the EQIA process for practitioners and operational staff in Joint working environments. The HSCP currently utilise the Council Family EQIA screening form.
- 4.15 We have undertaken EQIA screenings for all the Council Family Budget Options 2021/22 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

2017/18

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

2018/19

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

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](#).

Section 5: Chief Executive Performance

- 5.1 The Chief Executive's Department deliver a range of outcomes. These measures provide more detail on some of the key performance areas across the wide range of the Services' activity and delivery.

Performance	2021/22	
Green	16	72%
Amber	3	14%
Red	3	14%
<i>Information only</i>	10	-
Total indicators	32	100%

- 5.2 The report shows 16 indicators are green, three amber and three red. Ten areas are for information only.

The following areas are rated red.

- Absence management – average days lost per employee in CS/CEO
- Absence management (all Council) – average days lost per employee: including teachers
- Absence management (all Council) – average days lost per employee: excluding teachers

The following areas are rated amber.

- Development of H&S Strategy
- Review of Flourish Awards
- Absence management – average days lost per employee: teachers

A number of areas are rated green, with the following of note




- Licensing
- Capital Investment Programme
- Complaints







Appendix 1



Appendix 1 reflects **past performance** against target to end of financial year (March 31st), and year-end performance for the previous financial year 2020/21. Red, Amber, Green (RAG) rating are used for each indicator where RAG is appropriate.



Outcome/ Theme/Strategy	Milestone/Target 2021/22	Year End Actual 2020/21	At Q4 2021/22	Performance Note	RAG (Red/ Amber/ Green)
Legal and Administration					
Licencing - Straightforward license applications processed within target processing periods.	70%	31.21%	73.27%	Macro which pulls data from databases has been updated to reflect Covid timescales	
Licencing - Percentage of licences considered and determined within statutory timescales.	100%	100%	100%		
Registrars - Ensure 75% or more of customers are seen within a waiting time of less than 20 minutes.	75%	Not available	Unavailable – service is still being delivered remotely.	The Service Desk is still currently closed. Birth registrations follow a strict appointment schedule and therefore all appointments for Births will be seen within 20 minutes. Any late appointments are not taken.	Information Only
Registrars - Ensure 75% or more of customers are attended to within a transaction (serving) time of less than 20 minutes.	75%	Not available	Unavailable – service is still being delivered remotely.		Information Only




Outcome/ Theme/Strategy	Milestone/Target 2021/22	Year End Actual 2020/21	At Q4 2021/22	Performance Note	RAG (Red/ Amber/ Green)
Committee Services - Percentage of committee reports issued on time.	100%	100%	100%		
Committee Services - Percentage of committee minutes issued on time.	95%	96%	96% (Year to date fig for 2021/22 incl Q4 is 95%)		
Delivery of Elections	Polling Place and District Review to be conducted Review accessibility improvements for Elections Commence E-Counting Tender preparation	With the European and UKGPE happening then with the lockdown and the inability to visit premises nothing was progressed on the Polling District and Place review. The planning for the Scottish Parliamentary election will move to this year.	Successful delivery of the Local Government Election May 2022. Candidate expenses to be submitted to the Election Office by 10th June 2022. All reports published onto council website. Report to Council 'Local Government Election – Election of Councillors for Glasgow City Council', passed for first council meeting.	Emma Rodger new Election Co-ordinator, in post 6 months – hand over complete from David Miller.	



Outcome/ Theme/Strategy	Milestone/Target 2021/22	Year End Actual 2020/21	At Q4 2021/22	Performance Note	RAG (Red/ Amber/ Green)
Corporate Human Resources (CHR)					
Absence management – average days lost per employee in CS/CEO	4.4 days (revised)	4.2 days	7.6 days	Chief Executive’s Department significantly exceeded ADL target. HR will engage with CE SMT to compile the 2022/23 Maximising Attendance Action Plan which should contain appropriate actions in light of Covid environment and the significant psychological impact this has had.	
Absence management (all Council) – average days lost per employee: including teachers	7.4 days	10.3 days	13.7 days	Plans and arrangements to safeguard the health and well-being of our employees, in accordance with up-to-date advice of Government remained a priority during the year. We aim to deliver an exemplary level of employee support and health and wellbeing activities as part of our holistic approach in supporting employees	
Employee attendance percentage (all Council) (including teachers)	96.6%	94.8%	93%		
Absence management (all Council) – average days lost per employee: excluding teachers	8.3 days	12.1 days	16 days		
Absence management – average days lost per employee: teachers	5 days	3.9 days	5.9 days		
Female earnings – highest paid 5% of earners	58%	60.78%	61.55%	The 2021/22 figure is currently unverified by internal audit.	



Outcome/ Theme/Strategy	Milestone/Target 2021/22	Year End Actual 2020/21	At Q4 2021/22	Performance Note	RAG (Red/ Amber/ Green)
Corporate Governance					
Govern and support delivery of the Capital Investment Programme and prepare and publish the Capital Investment Programme Annual Performance Report (APR).	Govern and monitor the Capital Investment Programme and publish the Capital Investment Programme Annual Performance Report (APR).	<p>The 2019/20 Annual Performance Report was presented to the Capital Programme Board on 31 August 2020 and to FASC on 30 September 2020.</p> <p>Production of the 2020/21 Annual Performance Report is on schedule for presentation to the Capital Programme Board in August 2021 and to FASC thereafter.</p>	<p>Complete. The 2020/21 Annual Performance Report was shared with members of the Capital Programme Board in August 2021 before being presented to the Capital Programme Board on 28 September 2022 and to FASC on 1 September 2021.</p> <p>Production of the 2021/22 Annual Performance Report is on schedule for presentation to the Capital Programme Board in August 2022 and to FASC thereafter.</p>	N/A	
Development of H&S Strategy is to be refreshed by April 2020. The new 2020-23 strategy will reduce the seven key	Deliver strategy refresh by April 2020	BAU activities within the H&S Group were significantly impacted during	A 2022 – 2026 strategy has now been developed	Strategy was to be presented and approved at the Joint Council H&S Forum in April 22. Due to unforeseen circumstances this has been postponed. Following May 22 Elections the H&S	



Outcome/ Theme/Strategy	Milestone/Target 2021/22	Year End Actual 2020/21	At Q4 2021/22	Performance Note	RAG (Red/ Amber/ Green)
<p>themes to three covering competency, communication and controls</p> <p>Safety Improvement Plans based around the H&S strategic themes to be embedded across all services</p>	<p>Safety Improvement plans will be developed and monitored throughout 2019/20 via Joint forum and SMT's</p>	<p>2020/21 due to COVID-19. All H&S professionals were subsequently deployed to support the council's response. Consequently, a decision was made to defer the H&S Strategy until 2021. Timelines for launch of the 2021-24 strategy will now be June 2021 following the appropriate consultation.</p>		<p>forum will reconvene and the strategy will be consulted and approved by Convenor for Workforce and issued.</p>	
Economic Growth					
<p>Business Gateway</p> <ul style="list-style-type: none"> - Number of Business Start-ups - Number of businesses supported - Businesses supported at workshops 	<p>To be determined</p>	<p>Still to be determined</p>	<p>146</p> <p>483</p> <p>18</p>	<p>Appropriate measures for Economic Investment are still being established for inclusion in the report.</p>	<p>Information only</p>

Outcome/ Theme/Strategy	Milestone/Target 2021/22	Year End Actual 2020/21	At Q4 2021/22	Performance Note	RAG (Red/ Amber/ Green)
Start-up Grants - Number of businesses supported - Amount approved	To be determined	Still to be determined	65 £16,250	Appropriate measures for Economic Investment are still being established for inclusion in the report.	Information only
Glasgow Business Growth Programme - Enquiries received - Businesses supported and approved - Businesses supported in progress	To be determined	Still to be determined	38 9 25	Appropriate measures for Economic Investment are still being established for inclusion in the report.	Information only
Supporting Growth Fund - Jobs created - Jobs filled - Amount approved	To be determined	Still to be determined	1 0 £5,000	Appropriate measures for Economic Investment are still being established for inclusion in the report.	Information only
Community Business Boost - Enquiries received - Businesses supported - Applications approved - Amount approved	To be determined	Still to be determined	10 10 £10,000	Appropriate measures for Economic Investment are still being established for inclusion in the report.	Information only
Digital Boost - Businesses supported - Applications approved - Amount approved	To be determined	Still to be determined	4 £5,700	Appropriate measures for Economic Investment are still being established for inclusion in the report.	Information only

Outcome/ Theme/Strategy	Milestone/Target 2021/22	Year End Actual 2020/21	At Q4 2021/22	Performance Note	RAG (Red/ Amber/ Green)
Number of people supported via employability funding	2021/22 is a baseline year for reporting on all funded activity, targets will be provided in 2022/23.	<u>ESF</u> Engagements – 882 Progressions - 641	<u>ESF</u> Engagements – 333 Progressions – 312	Figures will be split by age and parental status in future updates. These figures do not accurately account for all employability support monitoring for all programmes up until the end of Q4 has not yet been completed.	Information only
Public Relations					
Stage 1 CED Complaints resolved in 5 days.	5 days	0.4 days	0.4 days	Unchanged	
Stage 2 CED Complaints resolved in 20 days.	20 days	1 day	N/A	No recorded Stage 2 complaints in the period.	
Overall satisfaction with Services provided by Glasgow City Council	N/A	N/A	48%	For information only Annual Survey conducted by IPSOS MORI	Information Only
% of FOI requests responded to within 20 working days of receipt	100%	97.7%	99.5%	Although our statutory target will always be 100%, the Scottish Information Commissioner's self-assessment toolkit 2016 categorises FOI performance as Good (in the range 85%-95%), and Excellent (in the range 96% -100%). Various steps have been taken to improve performance, including refreshing processes, introducing the allocation of cases to individual Case Officers within the IDP Team. This	

Outcome/ Theme/Strategy	Milestone/Target 2021/22	Year End Actual 2020/21	At Q4 2021/22	Performance Note	RAG (Red/ Amber/ Green)
				<p>allows the Case Officers to have a more direct involvement with the service officers, issue direct reminders and ensure that responses are delivered on time which will increase the overall performance of the team.</p> <p>Our aim is to maintain our performance within the Excellent range (96% - 100%).</p>	
Strategic Policy and Planning					
<p>Deliver Service Planning, performance management and continuous improvement</p> <p>- ASPIR</p>	<p>Delivery ASPIR Guidance and support revised business planning approach</p>	<p>Guidance released in March 2021 and Service's briefed on inclusion of Renewal Priorities.</p>	<p>Performance Report to CED SMT at Q2 to include Economic Growth measures.</p> <p>Begin process of implementing recommendations of Internal Audit</p>	<p>CED also co-ordinates the Guidance for all other relevant Council Services, and provides briefings and support for the completion of Service ASPIRs</p>	
<p>- Flourish Awards.</p>	<p>Review Flourish awards</p>	<p>Further work to be undertaken to look at how to reconfigure potential awards in light of possible Covid restrictions.</p>		<p>Further discussion on the options ongoing to conclude option appraisal and associated costs</p>	

Outcome/ Theme/Strategy	Milestone/Target 2021/22	Year End Actual 2020/21	At Q4 2021/22	Performance Note	RAG (Red/ Amber/ Green)
- Local Government Benchmarking Framework (LGBF)	Delivery of Local Government Benchmarking Report		<p>Next data release scheduled for December 2021.</p> <p>Significant gaps are anticipated in this years report as it will reflect the first full year of pandemic impact on Service reporting</p>	<p>Ongoing logistical support provided to the Improvement Service to hold learning events in Glasgow</p> <p>Next data release scheduled for December 2021. First verified data available end of January 2022</p>	
-Equality Impact Assessment Training	Train 120 staff a year in EQIA	<p>No staff session conducted in 2020/21.</p> <p>One online session delivered to members of GPCP Committee in November 2020.</p> <p>Online EQIA training pilot conducted in March 2021 and first sessions held with staff 29th April 2021.</p> <p>Budget EQIA summary report delivered for</p>	<p>Online EQIA Sessions for Services recommenced in April 2021.</p> <p>Elected Member EQIA training delivered in October 2021.</p> <p>Number of participants since April 2021 is 106.</p>	<p>Aim to deliver 4 blocks of training per year (each block containing 3 sessions each training between 15 -25 staff)</p> <p>Equality Human Rights Commission have recommended CED EQIA training to Scottish Government, CALMAC and other public bodies as a national example of good practice</p> <p>CED consistently engage and support services and partners complete EQIA screenings in line with Guidance.</p> <p>Clearly on target for delivery of 120 staff by year end; however significant resource has been directed to providing additional sessions since April to address Covid backlog. Any target review will require to reflect this ability to continue to provide the resource at this level.</p>	

Outcome/ Theme/Strategy	Milestone/Target 2021/22	Year End Actual 2020/21	At Q4 2021/22	Performance Note	RAG (Red/ Amber/ Green)
		scrutiny February 2021.			
<p>Deliver consultation and Engagement:</p> <ul style="list-style-type: none"> - Manage the Council's Consultation Hub, and provide support to the Public Petitions and General Purposes Policy Development Committee - Annual Household Survey 	<p>To ensure that all Council Policy consultations are presented on the Hub</p> <p>Deliver Household Survey Report and ensure results inform policy and service delivery</p>	<p>Budget proposal paper prepared for consideration September 2018</p> <p>During 2020, 16 consultations were undertaken through the Consultation Hub, with a further 12 being carried out in 2021. (www.glasgow.gov.uk/consultations)</p>	<p>Budget consultation exercise carried out in February 2022 – with a report of the main findings circulated to all Elected Members.</p> <p>Glasgow Household Survey 2021 carried out during Spring 2021. Main findings reported to OPDSC September 2021, with the full independent report produced by Ipsos MORI uploaded to the Council website.</p>	<p>Final reports are available to view on the Council website</p>	<p style="text-align: center;"></p> <p style="text-align: center;"></p>

Section 6: Tell us what you think

- 6.1 This Annual Service Performance and Improvement Report (ASPIR) 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.
- 6.2 Despite the impact of COVID 19 on some of our office-based staff; you can still write to us at the postal address below; however; if you require a more immediate response; please feel free to email us at the following email address:
Alan.Speirs@glasgow.gov.uk

Contact Details



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Chief Executive's Office
Glasgow City Council
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George Square
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Section 7: Policy and Resource Implications

Resource Implications:

<i>Financial:</i>	Sets out the budgets for the service as formally agreed by Council as part of the annual budget process
<i>Legal:</i>	None
<i>Personnel:</i>	None
<i>Procurement:</i>	None

Council Strategic Plan: A Thriving Economy, Resilient and Empowered Neighbourhoods, A Well Governed City that Listens and Responds

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2021-25? Please specify.

Yes, by highlighting priority areas of Equality work for Chief Executive's Department the report seeks to assist in increasing people's knowledge about Equality and Fairness and some of the actions taken by the Council to support the Equality Outcomes.

What are the potential equality impacts as a result of this report?

Where individual options summarised in the ASPIR have service change implications they will require to carry out an EQIA.

Please highlight if the policy/proposal will help address socio-economic disadvantage.

None

Climate Impacts:

Does the proposal support any Climate Plan actions? Please specify:

Not directly, however Committee will receive updates with regards to progress on achieving Climate Plan actions where appropriate as part of service reporting

What are the potential climate impacts as a result of this proposal?

None

Will the proposal contribute to Glasgow's net zero carbon target?

Effective scrutiny is part of our overall governance arrangements to ensure we deliver on high priority plans and strategies

Privacy and Data Protection Impacts:

Are there any potential data protection impacts as a result of this report
Y/N

No

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

3 Recommendations

The Committee is asked to:

Consider and note the Chief Executive's Department Annual Service Plan and Improvement Report.