



Item No: 6

Meeting Date: Wednesday 21st February 2018

Glasgow City Integration Joint Board Performance Scrutiny Committee

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GLASGOW CITY COUNCIL STRATEGIC PLAN 2017-2022

Purpose of Report:	To present the Council's Strategic Plan for the period 2017-2022.
Background/Engagement:	The Council Strategic Plan sets out the new City Government's priorities and commitments that will be delivered over the next five years by the Council, its services and arm's length organisations. It was informed by consultation with residents of the city and key partners and was approved by Council on the 2 November 2017.
Recommendations:	The IJB Performance Scrutiny Committee is asked to: a) note the attached Council Strategic Plan.

Relevance to Integration Joint Board Strategic Plan:

There is alignment between the priorities set out within the Council Strategic Plan and the Integration Joint Board's Strategic Plan.

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome:	The priorities set out within the Plan relate to a range of the national Health & Wellbeing Outcomes.
Personnel:	The Plan will inform ongoing workforce planning across the Council.
Carers:	Improving support for carers is a priority under the Healthy City theme.
Provider Organisations:	None
Equalities:	Reducing inequalities is a key priority which underpins the Plan.
Financial:	The Plan has been informed by the Council's Financial Framework.
Legal:	None
Economic Impact:	The Thriving Economy theme sets out relevant economic priorities and planned outcomes.
Sustainability:	The Sustainable and Low Carbon City theme sets out relevant sustainability priorities and planned outcomes .
Sustainable Procurement and Article 19:	None
Risk Implications:	Section 6 of the Plan sets out risks and challenges associated with its delivery.
Implications for Glasgow City Council:	The Plan sets out key priorities for the Council, its services and arm's length organisations over the next 5 years.
Implications for NHS Greater Glasgow & Clyde:	NHS Greater Glasgow and Clyde are key partners who the Council will be working with to support delivery of the Plan.

1. Background

- 1.1 The attached Strategic Plan sets out the new City Government's priorities and the commitments that will be delivered over the next five years by the Council, its services and arm's length organisations. It also sets out how the Council will support the work of the Glasgow Community Planning Partnership and the delivery of the Community Plan for Glasgow.
- 1.2 The Council Strategic Plan was informed by the new City Government's manifesto and by consultation with residents of the city and key partners, who will be involved in delivering the vision and priorities set out within the Plan.
- 1.3 The Council Strategic Plan will provide the basis for future budget and service planning, governance, performance management and reporting, and the work of Council's ALEOs. Progress in taking it forward will be reported upon annually and a mid-term review will be undertaken to ensure the Council can respond to emerging issues.

2. Summary

- 2.1 The Plan is organised and will be delivered on a thematic basis. Seven cross-cutting themes are identified:
 - A Thriving Economy
 - A Vibrant City
 - A Healthier City
 - Excellent and Inclusive Education
 - A Sustainable and Low Carbon City
 - Resilient and Empowered Neighbourhoods
 - A Well Governed City that Listens and Responds
- 2.2 Under each of these Themes, the Plan sets out a number of Outcomes and Priorities which will be progressed over the next 5 years. City Policy Committees have a remit to develop and oversee the implementation of Council Strategic Plan commitments and priorities assigned to them. Each themed section of the Plan notes the relevant lead Committee and others that may support them.
- 2.3 The area with most relevance for the HSCP is the Healthier City theme. This will primarily be the responsibility of the Wellbeing, Empowerment, Community and Citizen Engagement City Policy Committee. Progress against the overall Plan including this theme, will be monitored via the Council's Operational Performance and Delivery Scrutiny Committee, to which the HSCP Chief Officer will report upon progress.
- 2.4 The Outcomes and Priorities associated with the Healthier City Theme are as follows:

Outcomes

- *Glasgow is healthier.*
- *Our services are focussed on prevention and early intervention.*
- *Citizens and communities are more self-reliant for their health and wellbeing.*
- *We have integrated services with health that support Glaswegians when they need it.*

Priorities

- *Support service redesign that will result in Glasgow becoming a healthier, empowered city, with early intervention and prevention approaches at the heart of what we do.*
- *Conduct an independent review of Self Directed Support and its implementation in Glasgow and consider its recommendations and areas for improvement.*
- *Work with partners in the third sector to review the City's Independent Living Strategy and implement its recommendations.*
- *Review community care charges, in partnership with the HSCP Integrated Joint Board and those who are impacted by them.*
- *Continue our work on the People Make Glasgow Fairer Strategy to tackle poverty, considering how we can address emerging issues such child hunger and period poverty.*
- *Review the current provision of changing places toilets across Glasgow and work in partnership with businesses and developers of new build properties to expand provision.*
- *Work to implement the Health Commission recommendations on mental health and wellbeing, ensuring mental health is embedded into policy considerations and employment programmes.*
- *Expand our support for carers through the carers' card, a strengthened role for the Carers' Champion and a new Carers' Forum.*
- *Deliver the homelessness strategy in partnership with providers, building on the recommendations of the homelessness summit and strengthening the Rough Sleepers' Initiative approach.*
- *Review the provision of benefits, welfare and other advice to continue to identify opportunities to integrate and maximise support for people affected by welfare reform, or long term conditions.*
- *Develop a corporate parenting plan and expand our support to kinship carers.*
- *Build on our Age Friendly City strategy and action plan.*
- *Build on the Child Rights/Child Friendly practice developed with UNICEF and provide options on how it can be embedded within Council services.*
- *Implement our Dementia Strategy.*
- *Introduce a new community justice model focussed on the prevention of offending and reducing reoffending*

2.4 A Programme Plan is also being developed which will set out in more detail the specific actions which will be taken forward in relation to each Priority, along with their associated milestones and timescales. This is being produced by a cross-Council working group, which includes HSCP representation. It is currently in the process of being finalised and a verbal update can be provided to the IJB Performance Scrutiny Committee.

3. Recommendations

3.1 The IJB Performance Scrutiny Committee is asked to:

- a) note the attached Council Strategic Plan.

Glasgow City Council Strategic Plan 2017 to 2022



A world class city with a thriving and inclusive economy where everyone can flourish and benefit from the city's success

Contents

1.	Introduction	3
2.	Our City	4
3.	Our Vision	5
4.	Values	6
5.	Our Themes	7
6.	Risks and Challenges	8
7.	A Thriving Economy	9
8.	A Vibrant City	11
9.	Excellent and Inclusive Education	13
10.	A Healthier City	16
11.	A Sustainable and Low Carbon City	18
12.	Resilient and Empowered Neighbourhoods	20
13.	A Well Governed City that Listens and Responds	22

Introduction

This plan sets out the priority themes and commitments that will be delivered over the next five years by the council, its services and arm's length organisations. It will deliver a step change in how we:

- **Promote human rights and reduce inequalities across Glasgow.**
- **Improve the life chances and choices for all our citizens.**
- **Embed social justice in our policy making.**
- **Empower our citizens, giving them a stake, and a say, in what happens in their local communities and communities of interest.**

These outcomes underpin all of the actions in the plan and we are accountable for how we deliver them. We will report on the plan annually and undertake a mid-term review to ensure the council can respond to emerging issues, such as the impact of Brexit. We will set out separately how we will measure and report our progress.

Our plan has been informed by consultation with the people of Glasgow and reflects the key priorities raised. We know that only by working with our partners across the third, public, academic and business sectors, can we achieve our central task of reducing inequalities.

The plan is an essential part of how the council plans its business and provides the basis for future budget and service planning, informs governance, service operational plans, performance management and reporting and the work of ALEOs. It sets out how we support the work of the Glasgow Community Planning Partnership and its Community Plan for Glasgow.



Our City

Glasgow is Scotland's largest city, with just over 600,000 citizens. It is a city with a great history and heritage built around the River Clyde and on the strength of its people, their pride in the city, spirit and diversity. We are the centre of the only metropolitan area in Scotland and are the most ethnically diverse city in the country.

We are the economic powerhouse of Scotland and the fastest growing major city economy in the UK, outside London. We are the academic heart of the country and home to over 130,000 further and higher education students from 135 countries. Almost 50% of the workforce in the city is educated to degree level, significantly above most cities in the UK. Educational attainment is improving year on year, employment is rising, the business base is increasing and the city is the current European Entrepreneurial Region of the year.

Glasgow is one of the world's top five sporting cities with a reputation for hosting major events, next year we will co-host, with Berlin, the European Sports Championships. Hampden is one of the venues for the 2020 European Championships. We have a vibrant arts scene and we are the UK's first UNESCO City of Music, hosting major events such as the MTV Europe Awards, Celtic Connections and the MOBOs.

We remain; however, a city of contrasts. Parts of the city still suffer from unacceptable levels of poverty and inequality and not all the prosperity and success in the city has been shared. Research by one of the city's universities in 2012 highlighted that almost half of our citizens live in the 20% most deprived areas in Scotland. One in three of our children live in poverty. We have significant long term health challenges which stop our citizens from reaching their full potential. We have a highly skilled workforce, yet many people living in Glasgow do not have the required skills to help them access work. All of this holds our city back and this plan outlines some of the ways that the council will support those furthest from the jobs market back in to work.



Our Vision

Our vision is to have a world class city with a thriving, inclusive, economy where everyone can flourish and benefit from the city's success.

Our priority is to reduce inequality across Glasgow by creating inclusive growth - a thriving economy that we can demonstrate benefits the city, its citizens and businesses. This means a growing economy that creates jobs and investment, builds on Glasgow's position as a world class city, helps us to tackle poverty, tackles poor health in the city and improves our neighbourhoods.

In delivering this vision we also want to improve our ways of working including:

- **Creating more opportunities for our citizens to become involved in local decisions that affect their neighbourhoods, on how money is spent and how services are developed.**
- **Focussing on early intervention and prevention approaches.**
- **Partnership working with all those who can help us build a better Glasgow including:**
 - Citizens
 - Third sector organisations and community groups
 - Our community planning partners
 - City businesses, universities and colleges
 - Our neighbouring local authorities in the Glasgow City Region
 - The Scottish and UK Governments.

This vision, priorities, and ways of working underpin all of the approaches in the plan

“ A world class city with a thriving and inclusive economy where everyone can flourish and benefit from the city's success ”

Values

We have set out our values in our City Charter. They have been developed in consultation with citizens and staff. They are:

- **Be an open, transparent and easily accessible organisation which communicates freely with city residents and involves them in decision making.**
- **Be fairer and more equal giving everyone in Glasgow the chance to flourish and improve their life chances and choices. Work to uphold and protect people's basic human rights including treating them with dignity, fairness, equality, and respect, regardless of their background.**
- **Promote pride in what the city has achieved, its people, its heritage, its facilities and appearance and be proud to live and work in Glasgow.**
- **Work in partnership allowing people to contribute and for ideas from any source to be heard and considered.**

“ Our priority is to reduce inequality across Glasgow ”



Our Themes

We will deliver this plan on a thematic basis across seven cross cutting themes:

- **A Thriving Economy**
- **A Vibrant City**
- **A Healthier City**
- **Excellent and Inclusive Education**
- **A Sustainable and Low Carbon City**
- **Resilient and Empowered Neighbourhoods**
- **A Well Governed City that Listens and Responds**

“ Our priorities for Glasgow remain ambitious ”



Risks and Challenges

Our priorities for Glasgow remain ambitious. We are aware that they will be challenging to deliver given the pace and scale of the further financial challenges ahead in 2017 to 2022. Our key challenges and risks are:

- **We continue to face financial challenges and pressures. These were set out in the council's Financial Framework 2017 to 2023. It confirmed that it is a reasonable assumption that the level of spending gap experienced by the council over the last five years is likely to continue to at least the scale experienced, £220 million. The Council Strategic Plan has to reflect the Financial Framework and recently issued Financial Forecast when setting out any commitments.**
- **The economic outlook is uncertain and we must plan for the longer term. We will be undertaking regular reviews of the impact of Brexit on Glasgow including on the impact to those from the EU who have made Glasgow their home. We also have plans in place to try to mitigate any impact on the economy, in particular, any decline in inward investment in the city. This will require support from the Scottish and UK Governments.**
- **The public sector across Scotland is subject to more change in the years ahead. There are plans for regional governance of aspects of the education service, regional health planning and proposals for Local Democracy, Planning and Transport Bills in the Programme for Government. We will want to ensure that these arrangements enhance the delivery of services and maintain accountability and governance at a local level and to this council.**
- **As a result of this uncertainty and pressures, we need more service reform and to be open to looking further at partnership working and service integration with our community planning, third and public sector providers, the private sector and city region partners.**
- **We need to get the best out of the services we provide for residents. Key to this is early intervention and prevention work and focussing on outcomes.**



“ Improve the life chances
and choices for all our
citizens ”

A Thriving Economy

Without inclusive growth the city cannot flourish or tackle the challenges it faces. Our priority is inclusive growth that creates jobs, helps us to tackle poverty and improve the city's health. We need to demonstrate that our thriving economy benefits the city, its citizens and businesses. Our work to support inclusive growth helps to deliver a key Community Plan priority.

Outcomes

- **A resilient, growing and diverse city economy where businesses thrive.**
- **The city and its citizens benefit from inclusive economic growth and are involved in economic decision making through participatory budgeting.**
- **More Glaswegians are in work or training.**
- **Glasgow is rated highly for its business innovation and digital skills.**

Priorities

1. Deliver the Glasgow Economic Strategy 2016 to 2023 and ensure it is supported by expert external advice from the Glasgow Partnership for Economic Growth.
2. Deliver the Glasgow City Region City Deal, supported by the Regional Economic Strategy 2017 to 2035 and its Action Plan.
3. Ensure the outcomes of these strategies and the City Deal benefit the city and the people of Glasgow by:
 - **Employing those furthest from the labour market (through Working Matters, Youth Gateway and In Work Progression programmes);**
 - **Regenerating key areas of the city such as Canal and North East (Sighthill), Collegelands and Barras, the West End Innovation Quarter and Govan/City Centre and looking at other areas for development.**
 - **Creating the conditions to improve the manufacturing sector in the city and opportunities for small indigenous Glasgow businesses to thrive.**
 - **Supporting future plans for the SEC, linked to the West End Innovation Quarter and Govan Plan.**
 - **Increasing the number of employers who pay the Living Wage.**
 - **Reporting on economic performance to the Glasgow Partnership for Economic Growth.**
 - **Increasing support for business start-ups, particularly in the most disadvantaged areas of the city by looking at changes to business rates and around concessionary rents guidance.**



4. Maximise what the council can do through its community benefit clauses to secure jobs and training opportunities for Glaswegians and Small businesses and look at ways that these clauses can be strengthened.
5. Use our initiatives and procurement to ensure that fair employment practices and the living wage are built in to all work the council does across Glasgow.
6. Support small businesses and encourage business diversity in local high streets across the city, and continue to support Business Improvement Districts.
7. Explore the feasibility of introducing a universal citizens' income and local currencies for Glasgow.
8. Support the hospitality, events and conference market, maximising business and employment opportunities through the Economic Strategy and Glasgow Tourism and Visitor Plan.
9. Appoint a digital champion and become the number one digital city in Scotland by increasing the number of people with digital skills, growing the business base and greater marketing of our digital success.
10. Ensure Glasgow has full superfast broadband by 2021, supported by the Scottish Government's national plan for broadband roll out.
11. Develop the international strand of the Glasgow Economic Strategy to promote Glasgow's economy, commerce, world class heritage and events globally and learn from other international cities.
12. Promote Glasgow as a centre of excellence for broadcast and media and make the case for new services to be based here, including a film studio for Scotland.

These outcomes and priorities will be primarily developed and progressed by the City Administration Committee and the Neighbourhood, Housing and Public Realm City Policy Committee.

The other Committee relevant to implementation is:

- Wellbeing, Empowerment, Community and Citizen Engagement City Policy Committee.

A Vibrant City

We have a proven track record as a world class destination for sport, events, tourism, heritage and culture. We need to compete internationally to maintain and grow the city's reputation as one that can deliver. We also need to ensure that our own citizens can benefit from the sporting, heritage and cultural life in the city. This includes preserving our unique identity and our history. Our approach will recognise and support the strength of the city; its people, their pride in the city, spirit and diversity.

Outcomes

- **Glasgow is a world class destination for tourism, culture, sport, events and heritage.**
- **Glaswegians are active and healthier.**
- **All citizens have access to the city's cultural life and its heritage.**
- **Glasgow acknowledges and promotes its history, heritage and culture.**

Priorities

13. Maintain Glasgow's reputation as a world class city for heritage and events building on the legacy of 2014 and support Glasgow to become more active and meet the outcomes set for an Active Scotland.
14. Refurbish and re-launch the Burrell Collection.
15. Deliver the Glasgow Tourism and Visitor Strategy.



16. Develop a Cultural Strategy and Plan for Glasgow and manage engagement through a cultural forum.
17. Use the City's strong cultural network to identify and support artists in residence in local areas.
18. Develop an events strategy including how we measure the success and impact of events.
19. Develop a Historic Glasgow strategy and work with city region partners and others on the continued transformation of the River Clyde and waterfront.
20. Develop the City Design Quarter and introduce a Glasgow Made Award.
21. Support communities to develop play opportunities and street play spaces.

These outcomes and priorities will be primarily developed and progressed by the Neighbourhoods, Housing and Public Realm City Policy Committee.

Other Committees relevant to implementation are:

- Wellbeing, Empowerment, Community and Citizen Engagement City Policy Committee.
- City Administration Committee.

“ All citizens have access to the city's cultural life and its heritage ”



Excellent and Inclusive Education

Our plan is focussed on ensuring every child and young person reaches their full potential, whatever their ability or background, in schools that are fit for purpose, and delivering excellent and inclusive education.

The city has delivered a sustained programme of investment in our education estate and can demonstrate year on year improvement in attainment in our schools. We want to continue to close the gap with the rest of Scotland. Our actions on education and childcare support the Community Plan priorities.

Outcomes

- **Our attainment levels improve across all of our schools so that all our children and young people can fulfil their potential.**
- **All our children and young people go on to a job, or a training opportunity or higher or further education.**
- **Children and young people benefit from early intervention and prevention approaches.**
- **Equality and diversity is recognised and supported and human rights promoted.**





Priorities

22. Improve attainment in all Glasgow schools, working with parents, pupils and partners.
23. Work collaboratively at city region level to enhance our support to schools and nurseries, making sure the service remains accountable at a local level and to this council.
24. Consider how we maintain the number of teachers working in Glasgow establishments to continue to raise attainment and achievement.
25. Meet the national commitment to deliver 1140 hours of free childcare by 2020 and do this in partnership with local providers, including third sector and community groups.
26. Invest in our school estate and early years facilities in the city.
27. Review and consider options to address the recommendations of the cost of the school day report including summer activities and extending free school meals.
28. Improve the percentage of pupils going to a positive destination when they leave school, particularly those living in the 20% most deprived data zones by:
 - **Building employer and school connections and opportunities.**
 - **Increasing the opportunities for vocational training.**
 - **Aligning learning and youth employment programmes.**
 - **Enabling senior pupils to have access to school and college based learning.**
 - **Pursuing strategies for the growth in STEM subjects and languages.**
29. Refresh and deliver Glasgow's Community Learning and Development Plan.
30. Support the development and delivery of the Gaelic Language Plan including Gaelic medium education, exploring options for a further school in the City.
31. Extend the use of walking buses to schools and safe cycle routes to encourage cycling.

32. Review the current secondary school PPP contract and look for opportunities to improve value for money and greater use of the school estate for communities.
33. Ensure the school estate has world class Wi-Fi provision to support learning and the city's commitment to be the number one digital city in Scotland.
34. Support the introduction of the national Named Person scheme and related good practice.
35. Review the catchment areas for Glasgow schools.
36. Review current Additional Support Needs provision and make recommendations on how to improve the use of current resources.
37. Support equality and diversity in all our education approaches, through:
 - **The nurturing city approach.**
 - **Reviewing the feasibility of changing places toilets in our schools and plans for how this could be introduced.**
 - **Working with LGBT groups, including the Time for Inclusive Education programme, to better meet the needs of young people who identify as LGBT.**

These outcomes and priorities will be primarily developed and progressed by the Education, Skills and Early Years City Policy Committee.

Other Committees relevant to implementation are:

- Neighbourhood, Housing and Public Realm City Policy Committee.
- Wellbeing, Empowerment, Community and Citizen Engagement City Policy Committee.

“ **Improve the percentage of pupils going to a positive destination when they leave school** ”

A Healthier City

Glasgow continues to face challenges in addressing the impact of poverty, deprivation, inequality and the impact that it has on our citizens' health. There is a specific focus in this plan to address health to ensure that everyone can reach their full potential and take part in all the city has to offer in terms of job opportunities and good quality neighbourhoods.

Glasgow has a new Health and Social Care Partnership (HSCP) to transform and improve health and social care in the city. We will work with the HSCP to deliver our priorities.

Outcomes

- **Glasgow is healthier.**
- **Our services are focussed on prevention and early intervention.**
- **Citizens and communities are more self-reliant for their health and wellbeing.**
- **We have integrated services with health that support Glaswegians when they need it.**

Priorities

38. Support service redesign that will result in Glasgow becoming a healthier, empowered city, with early intervention and prevention approaches at the heart of what we do.
39. Conduct an independent review of Self Directed Support and its implementation in Glasgow and consider its recommendations and areas for improvement.



“ Our services are focussed on prevention and early intervention ”

40. Work with partners in the third sector to review the City's Independent Living Strategy and implement its recommendations.
41. Review community care charges, in partnership with the HSCP Integrated Joint Board and those who are impacted by them.
42. Continue our work on the People Make Glasgow Fairer Strategy to tackle poverty, considering how we can address emerging issues such as child hunger and period poverty.
43. Review the current provision of changing places toilets across Glasgow and work in partnership with businesses and developers of new build properties to expand provision.
44. Work to implement the Health Commission recommendations on mental health and wellbeing, ensuring mental health is embedded into policy considerations and employment programmes.
45. Expand our support for carers through the carers' card, a strengthened role for the Carers' Champion and a new Carers' Forum.
46. Deliver the homelessness strategy in partnership with providers, building on the recommendations of the homelessness summit and strengthening the Rough Sleepers' Initiative approach.
47. Review the provision of benefits, welfare and other advice to continue to identify opportunities to integrate and maximise support for people affected by welfare reform, or long term conditions.
48. Develop a corporate parenting plan and expand our support to kinship carers.
49. Build on our Age Friendly City strategy and action plan.
50. Build on the Child Rights/Child Friendly practice developed with UNICEF and provide options on how it can be embedded within council services.
51. Implement our Dementia Strategy.
52. Introduce a new community justice model focussed on the prevention of offending and reducing reoffending.



These outcomes and priorities will be primarily developed and progressed by the Wellbeing, Empowerment, Community and Citizen Engagement City Policy Committee.

The other Committee relevant to implementation is:

- Neighbourhood, Housing and Public Realm City Policy Committee.

A Sustainable and Low Carbon City

We want Glasgow to become a sustainable low carbon city. This is a long term goal; however there are actions and strategies that we can put in place now to deliver this ambition. Litter, the environment and transport remain high on the list of priorities for our citizens and businesses and this plan focuses on delivering improvement in these areas. Our work on transport supports the city's Community Plan priorities.

Outcomes

- **The city is clean and public spaces are well maintained.**
- **We have a low carbon footprint as a council and as a city.**
- **We have more sustainable, integrated transport networks across the city, and less congestion.**
- **Citizens use active travel, including walking and cycling.**

Priorities

53. Review the options and feasibility for a new transport body for Glasgow, working in partnership across the Glasgow City Region, to provide a more connected service for all our citizens and visitors.
54. Invest in roads and pavement maintenance, improving conditions, residents' satisfaction and contributing to active travel networks. Ensure community involvement in local decision making about this investment.



55. Prioritise sustainable transport across the city.
56. Improve and refine the Statutory Quality Bus Partnership and explore, with transport providers, how to implement an integrated ticketing system.
57. Explore the feasibility of a local bus franchising framework to deliver a more connected service across the city.
58. Explore the feasibility of bringing the subway under the governance of the city and options for extending its coverage.
59. Progress reducing the speed limit on all suitable residential roads to 20mph and consider how we manage traffic speeds throughout the city. Support communities to implement traffic free zones around schools and traffic calming measures.
60. Work with Scotrail and Network Rail to ensure stations deliver economic benefit, and that assets, such as arches, can be brought back to productive use.
61. Develop options for the city to introduce Scotland's first low emission zone and work with partners on the introduction of a cleaner fleet of buses and cars – including electric.
62. Review the affordable warmth scheme and consider how to make best use of current resources to support as many older peoples' households as possible.
63. Give all children better access to outdoor play by upgrading school playgrounds and play areas.
64. Improve the city's cleanliness and recycling rates and residents' satisfaction with these issues.
65. Build high quality, inclusive active travel infrastructure, investing a minimum of 10% of our transport infrastructure budgets in cycling and walking to make Glasgow an excellent cycling and walking city.
66. Improve the efficiency of our services through the development of smart technology, including for refuse collection and street lighting.
67. Become a carbon neutral city by 2037, reviewing our energy carbon masterplan in 2019, and investigating membership of international networks, the Carbon Neutral Alliance and C40.
68. Meet our commitments to the national target of ensuring heat, transport and electricity needs are met by renewables by 2030.
69. Explore ways of accelerating our work on green energy initiatives, and review the possibility of doing so through an ESCO.
70. Review the River Clyde Flood Management Strategy and continue to invest in the drainage infrastructure across the city to support climate resilience.
71. Promote and enhance our city's natural resources including nature reserves and public parks.
72. Support the development of Glasgow as a Sustainable Food City.

These outcomes and priorities will be primarily developed and progressed by the Environment, Sustainable and Carbon Reduction City Policy Committee.

Other Committees relevant to implementation are:

- Neighbourhood, Housing and Public Realm City Policy Committee.
- Wellbeing, Empowerment, Community and Citizen Engagement City Policy Committee.

Resilient and Empowered Neighbourhoods

Our actions on community empowerment, neighbourhoods and tackling inequality are closely linked. Having clean, sociable, accessible and safe neighbourhoods for people to live and work in is a key driver for the delivery of our commitment to reduce inequalities. Living in quality neighbourhoods, where you feel a sense of ownership over the decisions made in it, improves the health and wellbeing of Glasgow's people. Our work on resilient and empowered neighbourhoods support the city's Community Plan priorities.

Outcomes

- **Citizens and neighbourhoods can influence how services are developed and budgets spent.**
- **Citizens can access good facilities, jobs and services locally.**
- **Citizens' satisfaction with services is maintained or improved.**
- **Glasgow's housing meets the needs of its growing and diverse population.**

Priorities

73. Develop a neighbourhood empowerment policy.
74. Develop a more integrated approach to how we use our policies, assets and resources to improve community empowerment, neighbourhoods and delivering equality.
75. Extend participatory budgeting, giving local people a say in how local budgets are spent and services delivered and examine options to establish a new community and equalities unit to support communities in this process.
76. Review and provide options for how we can develop a liveable communities policy, linking up our approach to Thriving Places, the use of the Place Standard and the City Development Plan.
77. Support and enhance Glasgow's conservation areas working with residents to preserve the character of these areas and ensure appropriate action is taken where conservation area rules are not followed.
78. Deliver a programme of investment in new or refurbished community facilities.
79. Encourage the development of trusts, social and community enterprises to support community ownership and management of assets.
80. Deliver the Glasgow Housing Strategy, including utilising funding from the Scottish Government and development partners to step up progress on the city's priority Transformational Regeneration Areas and Development Framework Areas.

81. Support registered social landlords and the private sector to provide 15,000 new homes across the city, maximising delivery of homes for social rent, promoting use of the city's vacant and derelict land, bringing empty homes back into use, encouraging city centre living and creating opportunities for self-build. Bringing the city's vacant and derelict land back in to productive use is a key opportunity for inclusive growth that the council wants to encourage.
82. Implement the City Development Plan and review planning regulations with the Scottish Government to ensure we deliver the best outcomes for Glasgow. Investigate ways to devolve planning and licensing decisions to a local level.
83. Ensure that Glasgow's developments, both residential and public realm, are of a high international standard and deliver clean, sociable, accessible and safe neighbourhoods and public spaces. We will work with partners to develop proposals for the appointment of a City Architect.
84. Extend our approach to Enhanced Enforcement Areas to tackle problems in the private rented sector and take action against rogue landlords.
85. Develop a repair and maintenance strategy with registered social landlords and private owners for pre 1919 properties in the city.
86. Extend the number of volunteers in Glasgow and record what skills they can offer the city
87. Review plans for the refurbishment of George Square, our key civic space, following the completion of city centre developments in and around George Square.
88. Create a civic space for festivals, and support pop up spaces for events.
89. Introduce a fund to support local festivals.
90. Consider the potential options coming from the on-going study that the council has commissioned around implementing either a city-wide, or localised, Rent Pressure Zones.



These outcomes and priorities will be primarily developed and progressed with the Neighbourhoods, Housing and Public Realm City Policy Committee.

Other Committees relevant to implementation are:

- Wellbeing, Empowerment, Community and Citizen Engagement City Policy Committee.
- Environment, Sustainable and Carbon Reduction City Policy Committee.

A Well Governed City that Listens and Responds

Our citizens have told us that they want to know more about the council, to become more involved in decisions that affect them and to hear more about our performance. The focus in this plan is to be more accountable, open and transparent and to demonstrate that we are responding to citizens' views. A well-governed city is also one that is innovative, plans for the future and lives within its means. We need to plan for the financial challenge ahead and ensure we develop services with citizens and partners fit for the 21st century.

Outcomes

- **The council has open and transparent decision making.**
- **Citizens are more involved in local and citywide decision making.**
- **We listen to citizens and respond.**
- **We take account of equality issues and the impact of poverty in our decision making.**

Priorities

91. Introduce a City Charter setting out our vision and citizens' rights.
92. Reform our decision-making arrangements to improve transparency and accountability and opportunities for citizens to take part in decisions, particularly local ones.
93. Review our public performance reporting framework, seeking citizens' views, and provide options for an accountable scheme that meets stakeholders' needs.
94. Consult with our citizens at the earliest stage on policy and service design, demonstrating how we have addressed their views.





95. Work in partnership with others to deliver the city's ambitions and improve its services and outcomes through:
 - **Citizens**
 - **Third sector organisations and community groups.**
 - **Our community planning partners.**
 - **City businesses, universities and colleges.**
 - **Our neighbouring local authorities in the Glasgow City Region.**
 - **The Scottish and UK governments.**
96. Value our staff and support their development, meet our equality duties and consider options for how we increase trade union and staff representation on boards and meetings.
97. Ensure that we deliver our transformation programme to support our financial framework and forecast, encouraging staff ideas on how to reform and improve our services.
98. Ensure council reports take account of equality issues, through rigorous impact assessments and screening for poverty impacts and taking account of citizens' views.
99. Work to deliver a fairer, more equal Glasgow through all that we do, including:
 - **Exploring the LGBT community's interest in re-opening Pride House.**
 - **Establishing a Refugee Forum and considering what more the city can do to support and welcome asylum seekers and refugees.**
 - **Ensuring the black and ethnic minority community are involved actively in community consultations and their views are listened to.**
 - **Having robust arrangements for reporting and tackling hate crime.**
 - **Ensuring young people and groups such as the Youth Parliament and Forum have access to councillors and decision making in the council.**
 - **Working to protect the rights of EU citizens as part of our approach to Brexit.**
100. Establish a Veterans' Champion liaising with veterans on services and supporting their needs.
101. Review how we fund third sector and community groups to reflect a partnership approach and simplifying procedures.
102. Promote the role of the third sector to our staff and explore the feasibility of a Third Sector Embassy – providing a single point of contact in the council.
103. Support local businesses by paying our bills on time.
104. Review our financial inclusion strategy.
105. Improve the council's communication with residents, including through updating our website, facilitating engagement on social media and by webcasting council committee meetings.

These outcomes and priorities will be primarily developed and progressed by the General Purposes City Policy Committee and the Wellbeing, Empowerment, Community and Citizen Engagement City Policy Committee.

Other Committees relevant to implementation are:

- Neighbourhood, Housing and Public Realm City Policy Committee.
- City Administration Committee.

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