Item 2

4th November 2026

Glasgow City Council

Operational Performance and Delivery Scrutiny Committee

Report by The Chief Executive Department

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Strategic Plan Performance
Grand Challenge 2:
Increase opportunity and prosperity for all our citizens

- Mission 1: Support Glasgow residents into sustainable and fair work
- Mission 2: Support the growth of an innovative, resilient and net zero carbon economy
- Mission 3: Raise attainment amongst Glasgow's children and young people

Purpose of Report:

To report the performance of the Council Strategic Plan 2022-2027 and the agreed Mission based approach.

Recommendations:

The committee is asked to:

- Consider and note the content of the report; and
- Consider any specific Commitments or actions that require officers to report back on with further detail or progress updates as part of the Committee's future work programme.

Ward No(s): Citywide: ✓

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

***PLEASE NOTE THE FOLLOWING**:*

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1. Background

1.1 The Council Strategic Plan was agreed at Full Council on 27 October 2022 and the Operational Performance Delivery and Scrutiny Committee is tasked with monitoring the delivery of the Strategic Plan. The review of the Strategic Plan was completed and presented to Full Council in October 2024.

1.2 Following agreement at the Operational and Delivery Scrutiny Committee (OPDSC) in November 2022, a template has been issued to all Services. The template structures and supports scrutiny of the Strategic Plan and illustrates the crosscutting nature of the Missions, as Services work together to deliver the Council's priorities. The template is subject to review to ensure Service and Member feedback is incorporated.

2. Council Strategic Plan

2.1 The Strategic Plan has been structured into 4 Grand Challenges and their supporting missions. The Grand Challenges are:

1. Reduce poverty and inequality in our communities.

2. Increase opportunity and prosperity for all our citizens.

3. Fight the climate emergency in a just transition to a net zero Glasgow.

4. Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.

2.2 Each Grand Challenge is underpinned by Missions and Commitments. Services undertake the work to achieve the Commitments which in turn contributes to the goal of each Mission. This report focuses on:

Grand Challenge 2:
Increase opportunity and prosperity for all our citizens

- Mission 1: Support Glasgow residents into sustainable and fair work
- Mission 2: Support the growth of an innovative, resilient and net zero carbon economy
- Mission 3: Raise attainment amongst Glasgow's children and young people

2.3 Council has agreed that the Strategic Plan will be subject to an annual review to reflect the volatility of outside pressures and budget constraints. There is a transparent change control process in place to assist this.

2.4 Council has previously received updates on Grand Challenge 2 at the following meetings on 8 February 2023, 31 May 2023, 11 October 2023, 6 March 2024, 2 October 2024, 6 August 2025, 3 December 2025, 6 May 2026

3. Commitments and Emerging Commitments

3.1 The Strategic Plan Missions outline a number of Commitments to deliver the Mission goal.

3.2 Services have started work to support the Commitments across a number of key areas. As already noted, this report outlines progress made with respect to Grand Challenge 2, Missions 1,2 and 3.

3.3 All the commitments listed within the report are RAG rated as Green.

3.4 As the Council Strategic Plan 2022-2027 approaches its conclusion, service areas will be asked to identify where commitments have been completed and can be closed.

4. Next Steps

4.1 The Strategic Plan remains under review so as to allow for consideration of emerging commitments. Where appropriate these commitments will be considered through the approval process for future inclusion in the Strategic Plan.

GRAND CHALLENGE 2: Increase opportunity and prosperity for all our citizens					
MISSION 1: Support Glasgow residents into sustainable and fair work					
Commitment: Support skills development for a just transition and pathways into the low carbon industries of the future.					
Action	**Milestones (current)**	**Progress and Impact**	**Planned Activity/ Route to Green**	**Lead Service**	**RAG**
Just Transition Working Group Report and recommendations, followed by a Just Transition Skills Action Plan	The report and recommendations of the Just Transition Working Group were approved by CAC on 14 September 2023.	Progress on the recommendations made by the Just Transition Working Group and the associated actions proposed in the Skills Action Plan are reported annually to the Net Zero Committee. The principal objective has been to mainstream this approach across the Council and family services.	Ongoing work on the Just Transition agenda has been integrated within Council service activities and with partners.	CED	G
Commitment: Grow the number of Small and Medium Enterprises and microbusinesses alongside co-operative and social enterprises.					
Action	**Milestones (current)**	**Progress and Impact**	**Planned Activity/ Route to Green**	**Lead Service**	**RAG**
Delivery of dedicated start-up support via Business Advisory service, alongside ringfenced support for social enterprises and co-ops.	Start-up support is recorded and reported via Business Gateway National Unit. BSU Start-up grants are available for business start-up costs to help start-ups trade sooner, take on premises, make large purchases and develop prototype products / services. Ringfenced advisory support for co-ops and social enterprise support.	As at end of Q2 26/27 220 start-ups recorded 146 BSU Start-up grants awarded = £96,000 of funding. 14 new social enterprises and Co-ops supported to set-up and start-up operating.	The start-up advisory service will continue for the second half of 26/27, as will the availability of a start-up grant and a ringfenced support service for co-ops and social enterprises.	CED	G

Commitment: Support Small and Medium Enterprises to undertake the transition to Net Zero and develop business models for the Post-Carbon economy.					
Action	**Milestones (current)**	**Progress and Impact**	**Planned Activity/ Route to Green**	**Lead Service**	**RAG**
Support SMEs to reduce their carbon footprint, move towards net zero, mitigate and adapt to climate change.	Green Business Grant Carbon Baseline for SMEs Lot 9 Green Business Support	8 grants awarded FY 26/27 = £60,842. 46 referrals for baselines in FY 26/27, 40 completed. 9 SMEs supported in FY 26/27		**CED**	G
Commitment: Engage with partners to improve access to employment for people with disabilities in Glasgow.					
Action	**Milestones (current)**	**Progress and Impact**	**Planned Activity/ Route to Green**	**Lead Service**	**RAG**
Establish a Disability Working Group within Glasgow Futures Local Employability Partnership.	March 25 – first meeting of the group	Reviewed disability and employment welfare reform. Reviewed Glasgow Futures reach and progression of disabled people. Developed priorities and outcomes for Glasgow Futures. Allocated specialist employability funding in line with priorities.	Disability and health delivery to be reviewed in line with contract end dates.	CED	G
Commitment: Work to expand Glasgow's thriving tech sector and support the establishment of a Tech-Scaler in Glasgow and focus on what the city already does well in supporting sectors such as cultural, design and education start-ups.					
Action	**Milestones (current)**	**Progress and Impact**	**Planned Activity/ Route to Green**	**Lead Service**	**RAG**
Work together with cluster support organisations to identify & promote areas of distinct regional strength while supporting growth of emerging tech startups and	Deliver 2-3 "Why Glasgow?" deep dives per year that profile/promote regional tech clusters representing areas of differentiation	Publication of deep dives plus supporting videos on: Critical Tech in May'26 with Spatial (Immersive) Tech due by end-2026		CED	G

scaleups in defined categories.					
Commitment: Focus dedicated support to increase the number of Black, Asian and Minority Ethnic-led businesses, and women-led businesses in the city.					
Action	**Milestones (current)**	**Progress and Impact**	**Planned Activity/ Route to Green**	**Lead Service**	**RAG**
Delivery of the 2026/27 Social Innovation Challenge Fund.	Four programmes being delivered in partnership with Glasgow-based organisations with lived experienced of the systemic barriers to entrepreneurship faced by underrepresented groups.	Per early monitoring, a total of 40 participants have enrolled in programmes, rising to 94 by the end of October and to 109 by January 2027. Dedicated programmes again include support for the Roma community, safe space support for trauma-experienced women. To date, 40% are from child poverty booster wards and 90% are female participants.	The 2026/27 Social Innovation Challenge Fund continues to engage with underrepresented groups and communities to break down the systemic barriers faced when accessing entrepreneurial support.	CED	G
Emerging Commitment					
Commitment: Establish a holistic, all age employability pipeline based on individual need.					
Action	**Milestones (current)**	**Progress and Impact**	**Planned Activity/ Route to Green**	**Lead Service**	**RAG**
Implement the Glasgow Futures employability programme.	Child poverty review to be undertaken between July and November 26. Transport to Employment funding allocated and approved by the LEP Further commissioning relating to upcoming contract end dates LEP development session to take place	Annual Investment Plan approved by LEP and delivery commenced for 26/27. New employer engagement grant awarded and commenced. ERI embedded across Glasgow Futures offer.	Continued delivery of Glasgow Futures programme throughout 2026/27. Action plan on integration and alignment for Child Poverty for the LEP Transport to Employment funding fully utilised to maximum spend Strategic approach to use of funding confirmed and route to market agreed for 28/29 delivery onwards	CED	G

			LEP self-improvement plan developed and updated		
Commitment: Launch an updated Climate Ready Apprenticeship Scheme that equips our future workforce with the skills to protect our biodiversity.					
Action	**Milestones (current)**	**Progress and Impact**	**Planned Activity/ Route to Green**	**Lead Service**	**RAG**
Continue to actively support and develop existing Climate Ready apprentices through to completion, ensuring high-quality learning, skills development and progression opportunities.	Climate Ready Apprentices are programmed to continue training.	Climate Ready apprentices have continued to be actively supported through to completion, to ensure high-quality learning, skills development and progression opportunities.	Continue to actively support and develop existing Climate Ready apprentices through to completion, ensuring high-quality learning, skills development and progression opportunities.	NRS	G
Placements of MA's on City Centre Realm Projects e.g. George Square.	Climate Ready Apprentices are programmed to undertake placements as part of the Avenues projects towards the end of the project programmes.	Contractors undertaking works have been engaged, with the aim of providing short placements for all 2nd and 3rd year MA's on City Centre Public Realm Projects.	Engage with contractors who are undertaking works and seek to provide short placements for all 2nd and 3rd year MA's on City Centre Public Realm Projects.	NRS	G
Placements of MA's on Other Projects e.g. Local Biodiversity Action Plan, Green Connectors and Seven Lochs Wetland Park.	Climate Ready Apprentices are programmed to undertake placements as part of Local Biodiversity Action Plan, Green Connectors and Seven Lochs Wetland Park projects.	Officers undertaking works have been engaged, with the aim of providing short placements for all 2nd and 3rd year MA's.	Engage with officers who are undertaking works and seek to provide short placements for all 2nd and 3rd year MA's.	NRS	G

GRAND CHALLENGE 2: Increase opportunity and prosperity for all our citizens.					
MISSION 2: **Support the growth of an innovative, resilient, and net zero carbon economy**					
Commitment: Support work locally and at city region level to roll out a large-scale programme of Home Energy Retrofit, supporting decarbonised and more efficient home energy across the city region, including in pre-1919 stock and working to maximise local impact for residents and small businesses.					
Action	**Milestones (current)**	**Progress and Impact**	**Planned Activity/ Route to Green**	**Lead Service**	**RAG**
Review and update the Housing Retrofit Position Statement (HRPS), as required, and record progress.	An annual update to the Net Zero and Climate Progress Committee on progress in Q4.	There has been continued evidence gathering, analysis and stakeholder engagement via the Retrofit Advisory Group (RAG), Heating and Housing Hub (SG:HHH), and Local Heat Energy Efficiency Strategy (LHEES). There has also been progress on the Housing Retrofit Position Statement (HRPS) priority actions reflected in the annual Local Heat Energy Efficiency Strategy (LHEES). An update report for Net Zero and Climate Progress Monitoring Committee is scheduled by the end of 2026.	Ongoing evidence gathering and analysis to inform strategic approach to housing retrofit. Continue stakeholder engagement and maintenance of key partnership structures including Retrofit Advisory Group (RAG), Sustainable Glasgow: Heating and Housing Hub (SG: HHH), Heat Pump Accelerator Group (HPAG) GCRHR and Local Heat Energy Efficiency Strategy (LHEES).	NRS	G
Continue to expand the Housing Retrofit Research Programme to collate existing and test new retrofit approaches that will inform the strategy.	Annual progress update provided in summary table form for the whole programme in Q4 (2027) and findings report will be	Further pilots/research were developed and/or identified through the Retrofit Advisory Group and Heat Pump Accelerator work.	In collaboration with RAG, continue to expand research projects and develop building energy performance modelling and monitoring method. Share results widely and via Retrofit Scotland.	NRS	G

Prioritise pilots for pre-1919 tenements and heat pump accelerator.	released for each project on completion.	Efforts continue to expand the Housing Retrofit Research Programme. The Heat Pump Accelerator research is on track. The Electric Wall Paper research issued a final report in August 2026. Several pre-1919 tenement retrofits pilots are being explored to support developing the technical guidance.			
Implement the Housing Retrofit Position Statement (HRPS) Actions. Focusing on 3 early actions (below): 1) Coordinate a city wide effort for the repair and retrofit of Pre 1919 Tenements (P19T).	Summary progress reports provided on 3 early actions. 1) Incremental guidance release by end March 2027 onwards.	1) Collaborative development of Pre 1919 Tenements technical guidance is underway, with over 30 city and national organisations committed to forming a consortium to support a shared strategy and associated workstreams. Pre 1919 Tenements technical guidance is being drafted with	Significant activity required in collaboration with stakeholders to move forward wide-ranging actions with priority placed on Pre 1919 Tenements (P19T) & Heat Pump Accelerator (refer below). Note: all progress relies on third party activity, funding and legislation beyond the direct control of GCC. 1) Development of P19T technical guidance for first step energy efficiency measures, along with enabling an ecosystem of support, including information advice and support services, developed supply chain, funding and finance options and digital platforms. Liaison with Private Sector Housing to	NRS	G

		GCC as lead author supported by a technical authoring group and multi-disciplinary reviewer group. First phase guidance is due for completion by December 2026 and the remaining portion due to be complete by April 2027. The Warmer Tenements Glasgow initiative (WTG) was soft launched to the professional stakeholder network in July 2026.	deliver increased grant programme.		
2) Launch the Heat Pump Accelerator.	2)Phase 1 Accelerator by end March 2027: - Initiate heat pump research - Develop detailed business case - Network Ground Source Heat Pumps	2) Heat Pump Accelerator research is on track. Prioritisation Matrix Report is expected in October 2026. National Endowment for Science, Technology and the Arts (NESTA) collaboration is ongoing as planned. Project Initiation Document and Strategic Business Case is being developed for the Heat Pump Accelerator Phase 1.	2) Grant fund 3rd Party research as an evidence base. Ongoing liaison with Heat Pump Accelerator Group to develop the delivery plan for phase 1. Ongoing liaison with LHEES and Model for Climate Investment (MfCI) re: NGSHP rollout.		
3) Work to maximise the expenditure of existing grants to alleviate fuel poverty in “colder” homes with poor fabric efficiency	3)Initial options paper to maximise Area Based Schemes (ABS) budget. Liaison with Scottish Government in relation	3) Work continues to target grant at fuel poor households living in cold homes, principally via the Area Based Schemes programme and to shape	3)Increase the expenditure of ABS and Private Sector Housing Grant by liaising with internal housing teams (Affordable Warmth Team & Private Sector Housing).		

	to replacement for ECO. Annual progress report by end of March 2027.	funding with the Scottish Government. Responses have been submitted to Area Based Schemes consultations issued by the Scottish Government & Existing Homes Alliance.	Explore options for an ECO replacement and support the deployment of Social Housing Net Zero Heat Fund and any other retrofit funding streams that become available.		

GRAND CHALLENGE TWO **Increase opportunity and prosperity for all our citizens:**					
MISSION 3: Raise attainment amongst Glasgow's children and young people					
Commitment: Build on the significant progress we have made in improving attainment and positive destinations; supporting education staff and improving early education.					
Action	**Milestones 2026-27**	**Progress and Impact**	**Planned Activity/ Route to Green**	**Lead Service**	**RAG**
Take forward the priorities of the National Improvement Framework (NIF), including stretch and core plus aims, ensuring that all learners achieve the highest standards in literacy and numeracy. Improve attainment measures against the National Improvement Framework and Local Government Benchmarking Framework (LGBF) indicators.	Progress headteacher dialogue sessions on leading Equity and strategy to close the poverty related attainment gap. Continue to develop the Insight process to support improvement in Secondary outcomes. Monitor and report on core stretch aims and stretch aims plus.	Roll out of Focus Power BI across the primary/secondary estate has supported HTs with identification of attainment gaps across demographics. Subsequent targeted professional learning (multiple sessions) to support HTs with incorporating data analysis into improvement priorities.	Additional Tracking and Monitoring via city-wide tracking system rolled out this session. Additional CPD for HTs around using data for improvement planning and delivery pending October 2026 Quality Assurance visit ('visit 1') has commenced	ES	G

	Report on progress, updating on priorities to government.	Roll-out of Systematic Synthetic Phonics programme (all primary schools) to support with learning in reading and associated professional learning around implementation / pedagogy / understanding standards has supported delivery in this area. Early gains in Literacy (reading) has been realised towards the end of session 25-26. Additionally, support via the Numeracy Framework (year 1) has supported with tackling variance in delivery. Support via professional learning – QIO Numeracy – focusing on key knowledge, pedagogy, assessment, understanding and application of standards, has supported practitioner confidence and in tackling variance in Numeracy delivery. Power BI (secondary) and changes to the Quality Assurance mechanisms, aligned to sectoral specialisms across the service, will support with granular analysis of secondary attainment and will support/challenge Headteachers. June 26 Stetch Aims Report delivered to Education Scotland attainment advisor.	with primary sector and will commence post-October week across secondary sector. Service Improvement Plan checkpoint work pending – focusing on Literacy and Numeracy. Senior Phase attainment report to ESEY in November 2026.		

		Report on Senior Phase attainment will be presented to ESEY in November 2026.			
Develop Glasgow's Curriculum aligned to national curriculum improvement cycle (CIC), ensuring progressive delivery of the four capacities for all Glasgow's children and young people.	Develop a strategy to ensure all practitioners are equipped to deliver the Glasgow Curriculum Revise and enhance Curriculum for Excellence frameworks to support breadth of learning experiences. Monitor and review secondary school actions on identified features of Glasgow BGE curriculum. Develop innovative project-based learning in the secondary BGE.	Ongoing activity & engagement with Education Scotland for Curriculum Improvement Cycle (CIC). Curriculum leads continuing to develop frameworks in line with CIC.	Planned input for Headteachers at Progress conference in November.	ES	G
Continue to ensure consistent use of Monitoring & Tracking Tool to recognise achievement of all children and young people with additional support needs in both mainstream and ASL sector.	Continue to support schools through the Tracking and management board.	All schools (ASN, Primary and Secondary sectors) are using the platform to track pupil attainment. The impact of this can be seen in the rich data, that is gathered centrally, informing Education Services of the progress being made by our learners. The data is used to inform supports to improve attainment. Schools can make use of new working levels to ensure greater recognition of wider achievement for all pupils across mainstream	Continue to support schools in regular use of the platform – utilising the reports and filters within to identify next steps. Continue to develop the knowledge within Education Services on interpreting the	ES	G

		and ASL. As a result of this work, clearer information is available on all learners within the city. Schools can identify groups of learners who require support and challenge, and Education Services are also able to target supports more effectively when required. Practitioner Groups in all three sectors (ASN, Primary and Secondary) have contributed to the developments within the platform. The impact of this can be seen in the development of a robust resource created using the experience and knowledge of school staff. This has allowed a clearer picture to be gathered of all sectors across GCC.	data provided and how to use it to support schools. Begin to explore how to engage Early Years colleagues in developing the platform to include pupils in our EYs establishments		
Implement and embed high-quality Nurture Practices across all establishments to support our most vulnerable learners and their readiness to learn.	Continue to promote Nurturing City, whole school approaches and quality nurture provision to support learners.	Increase number of establishments accessing training to embed and apply nurturing approaches across all establishments to help close the attainment gap & reduce exclusions.	Update nurture training courses and materials for schools based on evaluation data, current research and education policy, capturing the range of current profile of needs including trauma & neurodiversity. Wider range of courses delivered by Nurture Development Officer for different groups of staff delivered in person and online	ES	G

			Development and delivery of ‘All behaviour is communication: developing trauma informed consequences’ course Nurture Support Team to provide ongoing support and development to nurture groups through QA visits, training and mentoring. Nurture support team to enhance planning and impact of additional nurture groups through the implementation of target setting document for the diagnostic side of the Boxall profile. Literacy & numeracy working party set up to gather activities used in core nurture to be shared with practitioners Bi-annual audit of primary and secondary nurture groups by NDO to gather information and impact data Deeper dive on Boxall data to assess impact of the intervention on neurodiverse pupils and		

			areas of development that most progress is made.		
Commitment: Support skills development for pathways into industries of the future by working with the further and higher education sectors across the city, and other appropriate partners.					
Action	**Milestones 2026-27**	**Progress and Impact**	**Planned Activity/ Route to Green**	**Lead Service**	**RAG**
Through the Towards Better Futures Strategy deliver Glasgow's aspiration of 100% positive destinations embedding skills for learning, life and work.	Develop a 'Towards Better Futures' Action Plan. Report to committee on School Leavers Follow Up initial destinations.	TBF Action plan in iterative form pending alignment with wider employability strategy. Initial dialogue, including with Strategy group (school based) FE/HE/employer partners and GCR Skills group supporting the planning of this work. Report due to committee November 2026.	Development of strategy aligning TBF action plan with wider employability strategy. Alignment with Glasgow's (and City Region's) Economic Plan. Recruitment of new Quality Improvement Officer post – Employability – to lead on the development and implementation of the strategy. Report to ESEY – November 2026	ES	G
Improve support to young people with additional support needs to help support their next steps after school.	Develop training for staff involved in supporting young people with additional support needs. Review support for young people with additional support needs to ensure that they have a range of pathways.	Due to demand across the Glasgow estate, Included, Nurtured and Supported Year 1 and Year 2 CLPL programmes will be delivered in again in session 26/27. Year 1 – a 3-day CLPL programme aimed at school leaders, designed to develop understanding of inclusive practice within the Scottish and Glasgow contexts, with a	Explore possibility of Included, Nurtured and Supported: Class Teacher – to focus on universal and targeted supports within the classroom to support learners with additional support needs. Further collaboration with allied health professionals and GEPS to ensure joined up cross sector CLPL offer	ES	G

		particular focus on universal approaches, staged intervention, and the effective support of all learners. Sessions will be led by education practitioners across the Glasgow estate, GEPS, as well as allied health partners. Participants from 40 different establishments have enrolled on the programme, with all sectors represented. Year 2 – a 2-day CLPL programme builds on learning from Year 1 and aims to further deepen understanding of inclusive practice. There will be a particular focus on effective, innovative, and developing inclusive practices from Education Services and partner agencies. Sessions will be led by education practitioners across the Glasgow estate, GEPS, as well as allied health partners. Participants from 12 establishments have enrolled on the Year 2 programme, with all sectors represented. Staged Intervention CLPL delivered to all Glasgow Probationer Teachers as part of the Induction Programme. This	with consistency of messages.		

		will support with consistency in Glasgow's approach to supporting learner needs. Additional Support for Learning Play Network has been established with members from over 20 establishments. First meeting has taken place, and work is ongoing to develop resources and supports for establishments to meet learner needs. ASL Self-Evaluation Toolkit working group established, with 7 representatives from specialist standalone and co-located ASN provisions. Materials have been shared, with first meeting taking place in October.			
Commitment: Support period dignity in our schools.					
Action	**Milestones 2026-27**	**Progress and Impact**	**Planned Activity/ Route to Green**	**Lead Service**	**RAG**
Ensure Glasgow City Council adheres to the Period Products (Free Provision) (Scotland) Act 2021.	Manage and monitor period products provision in schools and the community. Continue to fulfil all legal obligations as stipulated in the Act.	Over 400 buildings, including all primary. Secondary and ASL schools, across Glasgow now providing free products All schools emailed at beginning of terms with reminder of Period Products (Free Provision) (Scotland) act and advice on how to order and distribute products.	Continue to work in partnership with Simon Community Scotland and complete audit of Glasgow Life buildings. Continue to engage with schools and reiterate legal obligations / provide	ES	G

		Agreed with Simon Community Scotland to conduct audit on Glasgow Life buildings to ensure compliance.	support to meet those obligations		
Make Glasgow a best practice city for Period Dignity and free product provision.	Publicise/advertise free products more widely. Engage with schools to promote Period Dignity and ensure young people have easy and stigma free access to free products. Increase the number of venues and schools offering reusable products. Support hard to reach / vulnerable members of the community by increasing number of third sector organisations offering products.	New Period Dignity logo designed which will be used to launch Period Dignity Month 2027 All schools emailed and reminded Julie Fyfe from Unicorn Cup is available for free education sessions. Multiple Period Dignity afternoons delivered at schools. Increased number of foodbanks and community pantries now receiving products as part of third sector additionality work. Added 2 more supported accommodation to distribution list, as well as Girls Club and Rape Crisis	Social media and pop-up community event campaign for Period Dignity Month 2027 in February Schools to be reminded that education sessions are available and Senior Policy Officer also available to support school workshops Will continue to engage with third sector and seek opportunities for reaching those most in need	ES	G
Commitment: Continue to expand Gaelic Medium Education (GME) provision and maintain GME working group.					
Action	**Milestones 2026-27**	**Progress and Impact**	**Planned Activity/ Route to Green**	**Lead Service**	**RAG**

Agree and implement in partnership relevant Education elements of the Plana Ghàidhlig 2023 to 2028.	Support the biannual reports on development of the Plana Ghàidhlig.	Bi-annual report (Education Services input) issued in September 2026.	Continue to support and engage with work pertaining to Education elements of the Plan.	ES	G
Commitment: Continue to plan for early years education, primary and secondary provision and school estate. Create plans for a city centre school and consider what more we can do to encourage locally representative schools.					
Action	**Milestones 2026-27**	**Progress and Impact**	**Planned Activity/ Route to Green**	**Lead Service**	**RAG**
Progress agreed actions in relation to the Gaelic estate, including access, condition and suitability of accommodation, and report on improvements and outstanding issues.	Monitor the progress of the estate development, linking with Neighbourhoods, Regeneration and Sustainability and Gaelic Medium Education group.	Development of new Gaelic Primary School (pupils currently sharing site in North Kelvinside Primary School) on track for opening in early 2027.	Continue to liaise with colleagues in NRS and other key stakeholders.	ES	G
Undertake a review of Additional Support for Learning provision to assess whether current arrangements meet learners' needs and identify actions for improvement where required.	Establish working party to develop and implement review process. Report on Progress of Review.	Report has been prepared on the condition and suitability of the existing ASL standalone estate. Further work required as part of the Estates strategy to determine the future position. Linburn refurbishment progressing well with an expected opening date of June 27. Consideration to be given to Greenview the current decant building for future provision.	Further work on capacity issues within the ASL estate. Review process being carried out on ASL placements.	ES	G
Optimise the use of available resources to support a sustainable and innovative education structure,	Plan and continue to implement capital planning through the Education Estates Board	Work carried out in conjunction with NRS to identify priorities for investment. Report to be	Continue to work with NRS to identify any capital priorities.	ES	G

demonstrating value for money through improved outcomes and efficient service delivery.	Monitor budget in line with strategic financial planning to ensure best use of available funding	presented to the Capital Planning Investment Board. Current investment only able to carry out wind and watertight repairs. PPP handover programme reported to ESEY committee in September 2026 and progressing toward June 2030 deadline.	Work continues on the PPP handover groups with the biannual reports to ESEY committee.		
Commitment: Support children and young people to get dedicated mental health support and counselling in schools.					
Action	**Milestones 2026-27**	**Progress and Impact**	**Planned Activity/ Route to Green**	**Lead Service**	**RAG**
Monitor and evaluate the impact of the mental health framework.	Annual report to Education Directorate on School Counselling outcomes.	We continue to provide online mental health support to all young people aged 10 to 24 years living in Glasgow through Kooth and Togetherall (Quarterly Reports available) Annual Report on Counselling in Schools was submitted to Scottish Govt and COSLA in April 2025. Contract continues to provide support from P1 to S6 in all schools in Glasgow. Annual monitoring by Corporate Procurement Team has evidenced positive impact for users. Reports available on request.	Continue with contract. Performance reviews every 3 months. 6 monthly contract performance reviews with providers. Re-allocation of any underspend to schools requesting more support.	ES	G

		A further 20 organisations / suppliers have been awarded to this contract framework taking the total number to 84. Annual spend in Glasgow on this framework is over £2million. Most recent SOAR report shows Education's noncontract spend is now below 9%.	Schools continue to purchase contracted services thru the matrix.		
Commitment: Work with partners to ensure that every child or young person with additional support needs who would benefit from a Coordinated Support Plan receives one and require that all staff assigned to support people with additional needs have the appropriate training to do so effectively.					
Action	**Milestones 2026-27**	**Progress and Impact**	**Planned Activity/ Route to Green**	**Lead Service**	**RAG**
Work with partners to ensure that every child with additional support needs has the appropriate level of planning and support within the GIRFEC national framework.	Constitute a working group to review current Additional Support Needs planning processes, including Wellbeing Assessment and Plan and Coordinated Support Plans. Deliver to Learning Communities and support implementation of revised guidance.	'Effective Wellbeing Assessment and Planning: Train the Trainer'. This has been adapted to focus more broadly on GIRFEC, National Practice Model, and good practice in Wellbeing Assessment and Planning. This has been updated in session 26/27 to include links to Tribunal and the Family C Learning Review to support consistent implementation of GIRFEC. 4 dates have been identified for 'Effective Wellbeing Assessment and Planning: Train the Trainer'. 2 sessions have been delivered to 52 participants across sectors, with a waiting list of a further 27 staff demonstrating demand for this support. Further sessions	Continue to identify dates for 'Effective Wellbeing Assessment and Planning: Train the Trainer' in response to demand. Continue to offer bespoke WAP support at Establishment and LC level. Review and update guidance documents development to support WAP processes in school to reflect refreshed Code of Practice. Develop series of short inputs on technical aspects of SEEMiS Wellbeing.	ES	G

		planned to meet demand. All participant feedback has identified the session as effective or very effective.			
Continue to review the continuum of support across all sectors to facilitate the inclusion of almost all children and young people in mainstream settings.	Review of outreach provision to identify strengths and areas for development. Align outreach services with existing process and ensure targeted support linked to Area Inclusion Group outcomes.	Review of Outreach data – referrals and allocation. Next steps in required action to improve identified. Plan to engage in more strategic approach in relation to referrals linking in with EAL/GDSS/EYISS and ENP outreach through termly triage meetings from Oct 2026.	Meeting with EAL/GDSS/EYISS and ENP outreach and QIO and Inclusion officers to establish more joined up working Oct 2026. Meet with all Outreach staff to discuss revised approaches and central location for team.	ES	G
Re-draft existing CSP guidance and raise awareness of senior leaders in the practice and procedures of preparing a CSP.	Develop complete draft	Co-ordinated Support Plan processes have been reviewed and new guidance and processes have been developed. These have been introduced to EDIS staff, HTs, ELC HoC and ASL Coordinators. Multi Agency CSP Advisory Group established and operational. Transition period to new processes ongoing and these should be fully operational by end of Oct 2026. New guidance and letters are awaiting final approval from legal services.	CLPL programme delivery will commence 30th October. Final Guidance published on Glasgow Online. Full implementation of processes and refreshed letters Oct 2026 Routes to resolution document updated and parent friendly information created by Dec 2026.	ES	G

		Information page has been created on Glasgow Online. Guidance will be published on Glasgow Online from 30th October. CLPL programme delivery will commence 30th October.			
Commitment: Promote access to instrumental music tuition, primary school swimming tuition, Bikeability training, and outdoor and nature-based education.					
Action	**Milestones 2026-27**	**Progress and Impact**	**Planned Activity/ Route to Green**	**Lead Service**	**RAG**
Implement new and improved approaches to physical education delivery across establishments to ensure consistently high-quality provision.	Audit professional learning needs of schools on delivery of high-quality Physical Education, Physical Activity and School Sport (PEPASS). Promotion of support and links to resources to assist in delivery of high quality PEPASS.	Secondary network training and development identified to support secondary PE network. Collaboration across schools to support the new curricular Improvement Cycle feedback and implementation. Primary PE Support Programme 3 Learning Communities (11 Primary Schools) (6-10 Early Years Establishments included in CLPL training within these LCs) 25 city CLPL sessions training course planned Developmental PE: 48 schools on 2 year programme Approx 130 staff trained with 3 follow up school visits planned Primary PE Pathway:	Continued delivery of training to schools across glasgow to understand and implement the PE pathway.	ES	G

		Launched and roll out of the resource Downloaded 1600+ times 60+ schools represented at Presentations of new Pathway			
Ensure equitable access to instrumental music tuition by requiring each secondary school to share one hour of its IMS allocation across associated primary schools and monitoring uptake.	Promote and report on instrumental tuition uptake.	Significant progress has been made this term in extending access to instrumental music provision across all primary schools through the strategic deployment of secondary school IMS allocations. Provision is tailored to reflect available instructor capacity, resources and competing demands, including Qualification Scotland (QS) priorities, ensuring that all primary schools receive input at appropriate points throughout the academic year. In the absence of additional funding for instrument purchase, the initial focus is on supporting key transition stages and promoting children and young people's health and wellbeing through engagement with music.	All secondary school music departments, working in partnership with the Instrumental Music Service, are committed to developing and sustaining primary provision across the academic year. Quality assurance visits by CREATE Senior Leadership Team will monitor the quality, consistency and equity of provision. The CREATE Handbook is also being updated to incorporate the instrumental music policy, while the Standards and Quality (S&Q) process has been completed, including reporting on IMS uptake and provision across all relevant areas. CREATE Distinguished Schools wards and CLPL sessions also supporting access and delivery.	ES	G
Deliver a range of physical and cultural participation opportunities and report on participation levels and learner experiences.	Increase numbers participating in John Muir and Duke of Edinburgh awards.	Work ongoing	Work Ongoing		G

	Review and increase number and range of cultural visits by schools.				
Promote and support engagement with the Sportscotland School Sport Award to increase participation and recognition of high-quality school sport provision.	Promote & relaunch the new sportscotland School Sport Award to all schools and provide report on engagement.	- 11 schools to receive Gold status at the Glasgow Sport Awards. - Current Totals: 19 schools in Glasgow hold Gold status, with 9 more working towards the award. - 6 schools hold a silver award - 2 schools hold a bronze award Participation: A total of 42 schools are currently engaged in the School Sport Awards	Continued promotion and support to schools through Active Schools network	ES	G
Commitment: Support play and outdoor education.					
Action	**Milestones 2026-27**	**Progress and Impact**	**Planned Activity/ Route to Green**	**Lead Service**	**RAG**
Plan and prepare for implementation of the outdoor education Act.	Ongoing assessment for provision, costing and feasibility to ensure high quality provision is available to all Glasgow learners.	Modelling and planning has begun. Officers are engagaing in the national developments.	Further work and planning in term 2.	ES	G
Survey our playground provision across the Primary sector through a budget commitment.	Information gathering requirement to inform business case. Working group to be set up to consist of NRS and Education.	A Working group to has been established with NRS and Education to develop the assessment framework for a review of playground provision	Identification of procurement route for the assessment. Surveys to take place through procurement route.	ES	G

		across primary and ASN establishments. The review will assess condition, functionality, usage and play potential to identify priorities for future investment and support development of an evidence-based improvement programme.	Working group to assess available information.		
Commitment: Support accessible educational and social opportunities including arts and sport and explore ways to make better use of school facilities for community use.					
Action	**Milestones 2026-27**	**Progress and Impact**	**Planned Activity/ Route to Green**	**Lead Service**	**RAG**
Develop further engagement with colleagues across departments and Glasgow Life to respond and implement the Sports Pitch Strategy.	Work alongside Glasgow Life and NRS colleagues to take forward the Pitch Strategy vision.	- Revitalisation of primary school pitches completed. - New 3G primary pitch with eco crumb infill in development at St Blane's - New 3G pitch installation at Merrylee to benefit both school and community Planned pitch upgrade for summer 2027 at Springburn Academy and Drumchapel High	Continue to audit and prioritise Education and community needs aligned to financial / resource options available.	PEPASS	G
Engage and deliver Glasgow's' Physical Activity Strategy with a focus on Active Places of Learning.	Physical activity workstream reporting to the Strategic H&WB Group. Physical activity shared with all central team and senior leads.	PEPASS team continued partnerships to maximise resources and impact of PEPASS:	Continued collaboration to strengthen PEPASS across the city through our partnerships.	PEPASS	G

	Ongoing work with partners in Glasgow Life, HSCP & Council	- New 4 year phase of **sport**scotland Active Schools Partnership to be agreed for 2027-31 - Summer of Sport funding used to complement the key objectives of strategy - FHE partnership programme with Glasgow Caledonia Sport and Exercise psychologists planned in 9 secondary schools Education Learn to Swim Programme: - planned and delivering across the year to all primary schools in the city - approx. 6000 pupils. A parallel Education ASN schools Swim Programme delivered by Glasgow Life coaches across all ASN primary (including units).	Continued focus or Summer of Sport funding to PEPASS priority areas aligned to strategy Agreement on cross partner monitoring to be established for the strategy. Alignment of the Glasgow Learn to Swim Programme to the National Schools Swimming Framework national funding		

Commitment: Support school food growing, waste reduction and recycling and work on achieving silver and gold Food for Life awards.

Action	Milestones 2026-27	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Implement the Glasgow Education Action plan for Target 2030	Action plan to be launched at Pupil Climate(2030) Conference	Action plan launched at Pupil Conference. Climate Charter shared with all educational establishments.	Climate Charter to be further promoted through education comms as well as Pupil Forum with LfS theme in March 2027. LfS	ES	G

	Promote Pupil Climate Charter Promote the 4 C's of Target 2030 in every education establishment	Go Glasgow LfS page created as central information source. QIO continues to have LfS remit. All schools that attended pupil conference have a plan to further promote the 4 C's.	school events in place to link with GCC Climate week in May 2027. . LfS Network launched in academic year 26/27 to further promote and engage schools with Target 2030. This network will offer opportunities for parentship working with group such as WOSDEC and KSB.		
Support the delivery of the Council's Food Growing Strategy working with schools to develop growing spaces across the city.	Delivery and monitor Good Food Group Actions.	QIO with LfS remit has gathered an updated list of schools wishing to improve or initiate work related to Good Food Groups. This theme was discussed at HWB Coordinators meeting in Oct 2026. QIO establishing links with partners to promote the Councils Food Growing Strategy	QIO with LfS remit reengaging with Good Food Groups to further promote their work QIO participating in GFGS meetings and attending events such as the networking event at Glasgow University in Oct 2026. QIO will share updates to schools where appropriate through education comms.		G

Commitment: Address under-representation of racial and ethnic diversity in education, and across the wider council workforce, and ensure appropriate support for staff with disabilities.

Action	Milestones 2026-27	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Continue the PT BAME leadership progression programme, developing and	Monitor and Review Impact of PT BAME recruitment programme and implement mentoring sponsor offer.	BAME PT's undertaking year 2 of programme Work ongoing	Continued mentoring of BAME PT's throughout session	ES	G

embedding opportunities for practitioners. Develop race conscious professional learning opportunities, aligned with all leadership strategy workstreams.	Review programme content across leadership programmes to include race conscious leadership content.		Programmes continuing in session 26/27		
Commitment: Continue to explore gender friendly nurseries.					
Action	**Milestones 2026-27**	**Progress and Impact**	**Planned Activity/ Route to Green**	**Lead Service**	**RAG**
Continue to develop and embed a comprehensive programme of inclusion and equity focused training within the early years	Embedding of Think Equal training and strategies across the Early Learning Centre settings. Continued promotion and delivery of the Challenging Gender Stereotypes Continuing Professional Development.	The Think Equal Programme, including Challenging Gender Stereotypes, continues to focus on young children developing an understanding and empathy towards others as well as healthy relationships with all peers. This continues to be embedded across ELC settings with practitioners reporting positive impact on children's interactions and relationships across playrooms.	ELC settings with Think Equal on their improvement plans will continue to lead and embed this throughout this session.	ES	G

5. Policy and Resource Implications

Resource Implications:

Financial:	No direct financial impacts as a result of the report.
Legal:	None
Personnel:	None
Procurement:	None

Council Strategic Plan: Grand Challenge 4: Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2025-29? Please specify.	Yes, it supports Outcome 3, ensuring that the public can access information relevant to the delivery of services.
What are the potential equality impacts as a result of this report?	No EQIA required, as the report is a performance report and no policy or strategic decisions are initiated as result of this report.
Please highlight if the policy/proposal will help address socio-economic disadvantage.	No policy or strategic decisions are initiated as result of this report, However, data published may assist in understanding socio-economic disadvantage.

Climate Impacts:

Does the proposal support any Climate Plan actions? Please specify:	No relevant environmental issues as a result of this report.
What are the potential climate impacts as a result of this proposal?	No policy or strategic decisions are initiated as result of this report.

Will the proposal contribute to Glasgow's net zero carbon target?	Not applicable.

Privacy and Data Protection Impacts:

Are there any potential data protection impacts as a result of this report Y/N	No impact.
If Yes, please confirm that a Data Protection Impact Assessment (DPIA) has been carried out	

8. Recommendations

8.1 The committee is asked to:

- Consider and note the content of the report; and
- Consider any specific Commitments or actions that require officers to report back on with further detail or progress updates as part of the Committee's future work programme.