



Glasgow City Council

Operational Performance and Delivery Scrutiny Committee

Report by Chief Executive

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UPDATE ON STRATEGIC PLAN PERFORMANCE

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

MISSION 3:

Raise attainment amongst Glasgow's children and young people

Purpose of Report:

To report the performance of the Council Strategic Plan 2022-27 and the agreed Mission based approach.

Recommendations:

The committee is asked to:

- Consider and note the content of the report
- Consider the Grand Challenges, Mission and Commitments

Ward No(s):

Citywide: ✓

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

PLEASE NOTE THE FOLLOWING:

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1. Introduction

- 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.
- 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.
- 1.3 The performance template captures Actions which underpin the Commitments, Missions and Grand Challenges.

2. Council Strategic Plan

- 2.1 In order to ensure that the Plan clearly articulates its purpose it has been structured into Grand Challenges and their supporting Missions.
- 2.2 The Grand Challenges are as follows: 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
- 2.3 These Grand Challenges and their Missions are underpinned by Commitments which Services are undertaking to work towards the goal of each Mission.
- 2.4 It should be noted that council agreed that the Strategic Plan will be subject to an annual review to reflect the volatility of outside pressures and budget constraints. There is an agreed change control process in place to assist this.
- 2.5 For the purpose of this report there will be a focus on Grand Challenge 2: Increase opportunity and prosperity for all our citizens with focus on
MISSION 2: Support the growth of an innovative, resilient and net zero carbon economy and
MISSION 3: Raise attainment amongst Glasgow's children and young people

3 Strategic Plan – Widening the lens

- 3.1 In view of the focus on the new Council Strategic Plan and the Council's response to the motion on the Cost of Living crisis in June 2022; and as agreed by the [Operational Performance and Scrutiny Delivery Committee \(OPDSC\) in November 2023](#) the Strategic Plan has been reported initially through a cost of living lens in order to ensure that any new activity initiated or prioritised as a response to the Cost of Living crisis can be reflected in performance reporting, and considered as part of the annual review agreed by full council.

3.2 The Plan will now be reported with a wider lens than the Cost of Living focus, reflecting the wider Commitments in the Plan while still keeping track of key Commitments that emerged through that lens.

4. Commitments and Emerging Commitments

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

4.2 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 2 and 3.

4.3 It is worth noting that the majority of commitments reported here are RAG rated as green. However the following currently have an amber rating:
GC2, Mission 2 - Undertake an evidence-based review and develop a business case for consideration on Workplace Parking Licensing, with any potential revenues to be invested fully in sustainable transport projects within the city, and review options around road user charging and at-city boundary congestion charging models.
GC2, Mission 3 - 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.

4.4 Updates on the progress of all commitments, including those noted in the above point, are contained within the report.

5. Next Steps

5.1 The annual review of the Strategic Plan is underway and will allow for the consideration of emerging commitments and determine whether they will require sustained focus within the Strategic Plan going forward.

6. Recommendations

6.1 The Committee is asked to: o Consider and note the content of the report; o Consider the Grand Challenges, Missions and Commitments.

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: The APR reports progress against all CSP priorities.

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2021-25? Please specify. Not applicable as not a new/updated strategy, policy or service and has no significant budget impact.

What are the potential equality impacts as a result of this report? No impact on equality identified.

Please highlight if the policy/proposal will help address socio-economic disadvantage. No impact as this is not a new/updated strategy, policy or service and has no significant budget impact.

Climate Impacts: No relevant environmental issues as a result of this report.

Does the proposal support any Climate Plan actions? Please specify: Not applicable

What are the potential climate impacts as a result of this proposal? Not applicable

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

Privacy and Data Protection Impacts: No impact on Privacy and Data Protection.

6. Recommendations

The Committee is asked to:

- Consider and note the content of the report;
- Consider the Grand Challenges, Missions and Commitments.

**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	Progress & Performance	Planned Activity	Lead Service	RAG
Lay foundations to produce Glasgow's first Housing Retrofit Strategy & Delivery Plan, including technical design specifications / standards.	Quarterly progress report. Draft Position Statement by Q4.	City stock profile completed with EST Home Analytics matched to City Address Gazetteer. Fuel poverty paper in progress. Appraisal of Kensa Shared Ground Loop Array model progressing. Ongoing stakeholder engagement & maintenance of partnership structures.	Continue evidence gathering and analysis to inform strategy: strategic context, stock profile, retrofit needs assessment, retrofit interventions (fabric and clean heat), retrofit costs, finance and funding, retrofit delivery mechanisms/action plan. Continue stakeholder engagement and maintenance of key partnership structures including Retrofit Advisory Group (RAG), Sustainable Glasgow: Heating and Housing Hub (SG:HHH), GCRHR and Local Heat Energy Efficiency Strategy (LHEES).	NRS	Green
Expand the Housing Retrofit Research Programme to collate	Summary research findings report by Q4.	Finalising Electric Wallpaper pilot with West of Scotland	In collaboration with Retrofit Advisory Group, continue to expand research projects and	NRS	Green

existing and test new retrofit approaches that will inform the strategy. Prioritise pilots for pre-1919 tenements.		Housing Association & partners	develop building energy performance modelling and monitoring method. Share results widely.		
Explore the opportunity to bring forward a heat pump accelerator programme via cross-sector collaboration.	Concept paper and one pathfinder established by end Q2. Outline plan and programme by Q4 with other pathfinders.	Offline heat pump discussion held. Terms of Reference issued for cross sector Heat Pump Accelerator Working Group linked to SG:HHH. Inaugural meeting planned in Q2.	Liaise via SG:HHH, GCC (LHEES) and GCC Affordable Warmth to identify concept and monitored pathfinder projects.	NRS	Green
NOTE A full update on housing retrofit activities and programmes in Glasgow and the City Region was presented to Net Zero and Climate Progressing Monitoring City Policy Committee on 13 th August 2024. The report provides a comprehensive update on housing retrofit programmes and activities being delivered by NRS Housing and partners, an update from Glasgow City Region in relation to housing retrofit activities and the planned next steps and outputs for housing retrofit during the next year. The report can be accessed here .					
Commitment: Undertake an evidence-based review and develop a business case for consideration on Workplace Parking Licensing, with any potential revenues to be invested fully in sustainable transport projects within the city, and review options around road user charging and at-city boundary congestion charging models.					
Action	Milestones	Progress & Performance	Planned Activity	Lead Service	RAG
Develop Workplace Parking Licensing (WPL) scheme, present to GCC Elected Members for decision on whether to proceed.	Present scheme to Economy Housing Transport and Regeneration committee by December 2024 and potentially to City Administration Committee.	Funding was sourced from Transport Scotland Air Quality Management fund in 23/24 to secure consultancy support to develop the Workplace Parking Licensing scheme. NRS Officers worked with procurement and a contract was awarded earlier this year. Funding did not cover all elements and NRS Officers have taken on additional tasks to progress this.	Work with consultants to engage stakeholders, assist with business case updates and development of scheme. Present scheme options to elected members at Economy, Housing, Transport and Regeneration committee.	NRS	Amber

		<p>Work has been ongoing during 2024 with consultants to engage stakeholders, assist with business case updates and development of the scheme.</p> <p>Work was paused due to the General Election in summer 2024 but has restarted in September 2024.</p>			
Commitment: Implement the City Centre Recovery Plan and develop a new City Centre Strategy which considers structural issues, supports small businesses, considers packages of support and encourages positive strategic development of sites to deliver place-making, sympathetic development, and improved public realm.					
Action	Milestones	Progress & Performance	Planned Activity	Lead Service	RAG
This commitment is complete. The City Centre Recovery Plan 2022 - 24 is complete and has been superseded by the new City Centre Strategy 2024 – 30 which was approved by City Administration Committee on 21/03/24 .					
Commitment: Support Business Improvement Districts.					
Action	Milestones (current)	Progress & Performance	Planned Activity	Lead Service	RAG
NOTE: BIDS are private sector led. GCC is supporting this. We are not responsible for its delivery.	Submit seedcorn application to Scottish Government for development funding to take the potential BID to ballot	Seedcorn application to be submitted by the Glasgow Chamber of Commerce (GCoC) on 7 September 2024.	<p>Scottish Govt indicate that approval will follow in Sept/October.</p> <p>Next steps:</p> <ul style="list-style-type: none"> - BID Steering Group to be convened - Project plan to be developed for the one-year development period - Project manager to be procured 	GCC NRS	GREEN
Commitment: Explore options to support local businesses to grow through equity financing.					

Action	Milestones (current)	Progress & Performance	Planned Activity	Lead Service	RAG
Support local businesses grow through equity financing	<ul style="list-style-type: none"> - Establish requirements for external specialists - Develop procurement package for external specialists - Publish ITT for external specialists advice - Obtain approval to appoint from committee 	Following the appointment of the Climate Finance Manager and the approval of funding for the project an internal team has been established in Summer 2024. The team is progressing with formulating the requirements for external specialists to develop the correct model for investment for the city. In addition to external private sector support, additional guidance and advice is being progressed with Scottish Futures Trust and the UK Infrastructure Bank to ensure that lessons learned are being imbedded in the project.	<ul style="list-style-type: none"> - 18th Sept Climate Investment Board Meeting - 7th Oct ITT publication for Legal and Financial External Specialists - 28th Nov Contracts and Property Committee Approval to Appoint Request 	Economic Development	GREEN

Commitment Ensure that the growth and success of Glasgow's film and TV industry contributes to the local economy with local business, training, and employment opportunities.

Action	Milestones (current)	Progress & Performance	Planned Activity	Lead Service	RAG
Glasgow Film Office	<p>GFO recorded 126 production enquiries for 2023 with direct local spend from these projects estimated at £23m.</p> <p>Strategic Projects team undertook a review and potential redesign of Film Charter and Code</p>	<p>Strategic Projects Report presented to EHTR Committee on 20 August with 5 issues highlighted for action:</p> <ol style="list-style-type: none"> 1. Continue to promote and advocate for community legacy 2. Interruption to trade 3. Explore methods of promoting local business 	<p>GFO to meet with Anderston/City/Yorkhill Area Partnership in Dec 24.</p> <p>Film Tourism group to convene by end of 2024</p> <p>GFO to work with GCC Legal to firm up wording of CoP</p>	Economic Development	GREEN

	of Practice for filmmakers in Glasgow	4. Improved communication 5. Design a plan to encourage film based tourism	GFO to liaise with EHTR members re: filming charges		
Commitment Review Glasgow's Twin Cities and implement a new International Strategy, building on city diplomacy and developing our Partner City model.					
Action	Milestones (current)	Progress & Performance	Planned Activity	Lead Service	RAG
Review Glasgow's Twin Cities	Key milestones: <ul style="list-style-type: none"> Convening of multi-sectoral working group Roundtables hosted by Chamber of Commerce Report drafted 	Draft strategy and recommendations complete for presenting to 1 October meeting of the EHTR City Policy Committee	Formal agreement of strategy at CAC and publication for State of the City conference, followed by detailed implementation in support of two-year action plan	Econ Dev	GREEN
Commitment Develop a Social Infrastructure Investment programme. Build community wealth and empowerment by including the community and voluntary sector, social enterprises, credit unions, and co-operatives in business support services, ensure economic benefits are equally spread.					
Action	Milestones (current)	Progress & Performance	Planned Activity	Lead Service	RAG
Community Business Boost programme/SME rent subsidy	£431K allocated to support small businesses with rent.	To date, 48 SMEs supported, with £415K of support paid.	Closed	ED	GREEN
Glasgow Social Enterprise Network (GSEN) Funding and sector MoU.	£25K awarded to GSEN to fund a Membership Engagement and Communications Officer for 22/23 and 23/24.	Two individuals have been funded for this specific post; this has increased GSEN capacity to engage with its members and to develop the sector. A Memorandum of Understanding was signed between GCC and GSEN, which establishes a clear commitment from both parties to collaborate	GSEN will collaborate on the refresh of the Social Enterprise Strategy, which will form part of the city's Community Wealth Building Strategy.	ED	GREEN

		to grow the number of social enterprises in the city.			
All Business Support programmes opened to social enterprises.	From 23/24, all Business Support services and programmes, including Green Business Support, have been open to social enterprises.	In 23/24 total of 89 unique social enterprises received support from our dedicated social enterprise advisers. 3 Social Enterprises supported directly via Phase 3 of the Glasgow Business Growth Framework 9 Social Enterprises supported using Community Benefit from Phase 3 suppliers.	All programmes are ongoing; the team will consider further business support programmes in line with prospective new funding streams eg UK SPF.	ED	GREEN
Commitment Develop an action plan that supports more Glasgow companies exporting goods and services.					
Action	Milestones (current)	Progress & Performance	Planned Activity	Lead Service	RAG
Develop an Action Plan that supports more Glasgow companies exporting goods and services	Key milestones: <ul style="list-style-type: none"> Roundtable on trade and exports with local businesses held Sectoral and export analysis undertaken by GCR Intelligence Hub Current and emerging geographical market priorities collated 	Commitment to the action plan is a key recommendation of the draft International Strategy, which is scheduled to for presentation to the 1 October meeting of the EHTR City Policy Committee	Work with key partners and local businesses to develop an action plan by autumn 2025	Econ Dev	GREEN

Commitment Develop and implement a Community Wealth Building Strategy for Glasgow, ensuring that social, economic and sustainability benefits are felt locally in all of our communities.

Action	Milestones (current)	Progress & Performance	Planned Activity	Lead Service	RAG
Develop a community wealth building strategy	<ul style="list-style-type: none"> Formation of a strategic group, with senior management representation. Formation of an action group with officers from across departments, to develop strategy. 	<ul style="list-style-type: none"> Motion to develop strategy passed. Proposed process for strategy development approved (Aug '24). ED leads identified (Val McNeice; Lynsey Telford). 	<ul style="list-style-type: none"> Executive Directors to confirm suitable senior management representation for their area to form Strategic Group. Strategic Group to scope out next steps, including structure of the strategy and responsibilities. Action Group to be formed, taking forward strategy development. Baseline exercise. Regular reporting to strategic group / CMT. Publication of strategy. 	<ul style="list-style-type: none"> Cross-departmental External engagement to be led by Corporate Policy and through CPP structures. 	GREEN

Commitment Work with the Scottish Government to deliver the Clyde Mission, focused on transforming vacant and derelict land and investing in communities along the Clyde, and ensure a focus on climate adaptation and community wealth building in Clydeside regeneration.

Action	Milestones (current)	Progress & Performance	Planned Activity	Lead Service	RAG
Clyde Mission Migration/Strategic Masterplan	<ul style="list-style-type: none"> Complete Grant Offer Letter agreement Create Strategic Masterplan 	New Head of Place (with responsibility for Clyde Mission) started in March 2024. Update provided to GCR CEG in March 2024. Masterplan Working	Conclude GOL. CM Programme Manager recruitment process. Procure strategic masterplan consultancy	GCR	GREEN

	<ul style="list-style-type: none">- Launch Heat Decarbonisation Fund scheme 2025/26.	Group established, and strategic masterplan consultancy brief drafting commenced. GOL received and under review. CM Programme Manager resource approved.	team. IHub to complete economic baseline analysis. Design Heat Decarbonisation Fund scheme.		
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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 (current)	Progress & Performance	Planned Activity	Lead Service	RAG
<p>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.</p> <p>Improve attainment measures against the National Improvement Framework and Local Government Benchmarking Framework (LGBF) indicators.</p>	<p>Progress headteacher dialogue sessions on leading Equity and strategy to close the poverty related attainment gap.</p> <p>Continue to develop the Insight process to support improvement in Secondary outcomes.</p> <p>Monitor and report on core stretch aims and stretch aims plus.</p> <p>Report on progress, updating on priorities to government.</p> <p>Review, develop and implement a refreshed city literacy strategy.</p> <p>Review, develop and implement a refreshed city numeracy strategy.</p>	<p>There have been four meetings of the Equity board itself and they have had discussions looking at ensuring equity across the service.</p> <p>Changes to the quality assurance visits with a specific section on Insight tool. Three schools in each area chosen to have a more in-depth session with Directorate.</p> <p>Stretch aims developed in collaboration with schools. Check points are biannual.</p> <p>Report on Glasgow's response to the National Improvement Framework sent to Scottish government.</p> <p>Joint Education Services Improvement Service (EDIS) and Glasgow Improvement Challenge strategic development groups have been established to take this forward.</p>	<p>Continue to have four Equity board sessions a year.</p> <p>Use new quality assurance template with schools on quality assurance visits.</p> <p>Specific deep dive event on Oct 25th with Scottish Government Insight specialist.</p> <p>Continue to focus on sharing practice on what raises attainment.</p> <p>Report to ESEY Committee for November meeting of National Improvement Framework response.</p> <p>Groups continue to meet to discuss strategy.</p>	<p>ES</p>	<p align="center">GREEN</p>

<p>Develop a system for recognising the achievement of all children and young people with additional support needs in both mainstream and ASL sector.</p>	<p>Continuation of co-located review and produce an action plan.</p> <p>Pilot travel skills progression framework.</p>	<p>More schools have been involved in co-located review.</p> <p>Travel skills project has shown a decrease in the number of taxis being taken across the ASL sector and more young people involved in developing independent travel skills.</p>	<p>Continue to involve more ASL schools in coordinated reviews.</p> <p>Continue to develop independent travel skills initiative.</p>	<p>ES</p>	<p>GREEN</p>
<p>Continue to explore options to continue to grow pupil voice engagement, especially those who are currently under-represented, in school decision making, and enable them to directly impact on Education Services and School Policy creation.</p>	<p>Provide annual progress report to Education Committee.</p>	<p>There were two reports to the ESEY committee last session. One in January specifically on pupil participation activity and another in June on the impact of the UNCRC and Glasgow schools' work in the Rights Respecting initiative.</p>	<p>Continue to report to the ESEY committee on an annual basis.</p>	<p>ES</p>	<p>GREEN</p>
<p>Develop Glasgow's Curriculum as a coherent, progressive learner journey delivering the 4 capacities of Curriculum for Excellence for all Glasgow's Children and young people.</p>	<p>Develop a strategy to ensure all practitioners are equipped to deliver the Glasgow Curriculum</p> <p>Continue to revise and enhance Curriculum for Excellence frameworks to support breadth of learning experiences.</p> <p>Monitor and review secondary school actions on identified</p>	<p>A number of online frameworks have been developed at early, first and second level and will continue to be developed across the curriculum.</p> <p>Broad General Education strategic group continues to meet and has updates at secondary Head Teacher meetings. Depute Head Teacher trios under review.</p> <p>Pilot projects took place over the session and inputs to secondary Head Teachers for evaluation.</p>	<p>Frameworks will be explored for third level in the Broad General Education.</p> <p>New themes for this session identified and programme in place for Depute Head Teacher trios.</p> <p>Continue to encourage more pilots and report back to Interdisciplinary</p>	<p>ES</p>	<p>GREEN</p>

	<p>features of Glasgow BGE curriculum.</p> <p>Develop innovative project-based learning in the secondary BGE.</p>		Learning curriculum subgroup.		
Continue to develop the Glasgow Tracking and Monitoring tool to support improvement in schools.	Continue to support schools through the Tracking and management board.	A number of primary schools are now using the tool and the strategic Tracking and Monitoring group continue to take this development forward.	Analysis with Head Teachers regarding impact of the tool and recommendations for changes.	ES	GREEN
Develop a new 'Supporting Improvement' framework and policy to support and challenge schools in driving improvement.	<p>Develop an online 'Supporting Improvement' framework with links to key areas of the framework.</p> <p>Develop a corresponding policy for the framework.</p> <p>Continue to take forward collaborative improvement and review aspects of the framework particularly the Education Perspective Report, Quality Assurance calendar, Quality Improvement Officer school visits, new school review and data analysis.</p>	<p>Framework has been developed and discussions with IT colleagues to take this forward.</p> <p>Draft policy is ready for consultation.</p> <p>New School Improvement Plan process introduced following pilot; Education Perspective Report replaced with new Self-evaluation document; new Quality Assurance calendar issued to schools.</p>	<p>Ensure framework is online.</p> <p>Issue draft policy to schools to discuss.</p> <p>New schedule and activities for Quality Assurance Quality Improvement Officer visits to be developed in consultation with schools and Education Services Improvement Service team.</p>	ES	GREEN

Review the contribution of the Education Improvement Service and Glasgow's Improvement Challenge to bring greater alignment and focus to supporting improvement in schools.	Review the present processes and supports across EDIS and GIC. Produce a report for Directorate and then consult with schools on the review. Monitor and review outcomes of the review for impact.	Initial discussions with Education Services Improvement Service and Glasgow Improvement Challenge to explore present roles and responsibilities.	Continue to explore present arrangement for Education Services Improvement Service and Glasgow Improvement Challenge. Organise focus groups of stakeholders.	ES	GREEN
Develop and implement professional learning focused on embedding the ambitions of 'Birth to 3 Guidance' and " Realising the Ambition: Being Me " across GCC & Funded Provider nurseries.	Audit Career-Long Professional Learning needs annually with nursery heads. Develop and deliver prioritised professional learning programme for early years.	Delivery of Birth to 3 training " Nurturing My Potential " underway. 1100 staff trained to date.	Training plan for Realising the Ambition priorities 2024/25 being finalised.	ES	GREEN
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 (current)	Progress & Performance	Planned Activity	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.	Employability conference held last session which identified key themes. Report to ESEY committee October 24 re School Leavers Follow Up.	Draft policy developed for consultation with stakeholders. Annual report to ESEY committee.	ES	GREEN
Continue to develop the Towards Better Future Framework for Skills	Continue to develop the Towards better Futures framework to include	Framework almost fully developed at early, first and second level with clear work aware opportunities.	Continue to work with strategic group to support this development.	ES	GREEN

development and work awareness,	Third and Fourth level to ensure that the framework includes opportunities for work awareness.	Training Sessions with schools to support this and meta skills development.			
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.	Discussions have commenced around support training and pathways in this area.	Develop this area within the employability strategic plan.	ES	GREEN

Commitment: Support period dignity in our schools.

Action	Milestones (current)	Progress & Performance	Planned Activity	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.	Schools and community venues all stocked with a range of products keeping within budget. Regular audit of venues, communication with schools and contract supervision with community partner/ product supplier. All legal obligations currently met. All essential buildings stocked. Community Consultation and Statement on Exercise of Functions both completed and published.	Continue to monitor provision and GCC progress. Will keep informed of any changes to legislation and legal obligations.	ES	GREEN

<p>Make Glasgow a best practice city for Period Dignity and free product provision.</p>	<p>Publicise/advertise free products more widely.</p> <p>Engage with schools to promote Period Dignity and ensure young people have easy and stigma free access to free products.</p> <p>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.</p>	<p>Period Dignity Month established which runs annually for the duration of February.</p> <p>Outreach Community Events February 2023/24 and Summer 2024. These included Community pop up stands / products giveaway events.</p> <p>Support with establishing pupil led steering groups. Unicorn Cup sessions completed in 9 secondaries.</p> <p>As of Summer 2024, more than 200 community venues offering free products. 20 venues offering reusable products.</p>	<p>Period Dignity Month to run again in February 2025.</p> <p>Further Community Outreach Events planned.</p> <p>Third sector engagement to continue with the aim of 24 venues offering reusable products by end of March 2025.</p>	<p>ES</p>	<p>GREEN</p>
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Commitment: Continue to expand Gaelic Medium Education (GME) provision and maintain GME working group.

Action	Milestones (current)	Progress & Performance	Planned Activity	Lead Service	RAG
<p>Agree and implement in partnership relevant Education elements of the Plana Ghàidhlig 2023 to 2028.</p>	<p>Support the biannual reports on development of the Plana Ghàidhlig.</p>	<p>Report to committee on developments within GME in June 24.</p>	<p>Continue to meet with GME strategic group to discuss key areas regarding GME.</p>	<p>ES</p>	<p>GREEN</p>

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 (current)	Progress & Performance	Planned Activity	Lead Service	RAG
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<p>Continue to progress actions in relation to the Gaelic estate.</p>	<p>Monitor the progress of the estate development, linking with Neighbourhoods, Regeneration and Sustainability and Gaelic Medium Education group.</p>	<p>LEIP funded project for Bun-sgoil Ghaidhlig a Challtainn Calton Gaelic is progressing. Tenders expected back on Friday 6th September 2024. Advanced work has completed. Awaiting costs review for the value engineering work required to bring back on budget.</p>	<p>Review of capacity issues at Berkely Street to be fed back to the strategic group. Review of funding requirements for a Gaelic 5 being assessed in light of financial position.</p>	<p>NRS/ES</p>	<p>AMBER</p>
<p>Undertake a review of Additional Support for Learning Provision to ensure it is meeting learner needs.</p>	<p>Establish working party to develop and implement review process. Report on Progress of Review.</p>	<p>Working party set up consisting of Education and Property and Consultancy Services within Neighbourhoods, Regeneration and Sustainability. Assessment of estate carried out. Linburn Academy decant to Linn at Greenview. Linburn Academy Learning Estate Improvement Programme project for a Refurbishment and Expansion is progressing.</p>	<p>Further workshop planned for September to prepare business case to outline capital investment requirements for Additional Support for Learning Estate.</p>	<p>ES</p>	<p>GREEN</p>
<p>Make best use of resources to support a sustainable and innovative Education Services structure that delivers value for money.</p>	<p>Plan and implement capital planning through the Education Estates Board Monitor budget in line with strategic financial planning to ensure best use of available funding</p>	<p>Education Estates Board met on 6 weekly basis and considered updates on the capital planning reporting and monitoring. Capacity issues due to roll projections were discussed. PPP manager appointed through Neighbourhoods, Regeneration and Sustainability to lead workshops on the future of the estate.</p>	<p>Continue with regular monitoring of capital estate through Education Estates Board. Prioritisation of the future capital spend monies for 2025-2028.</p>	<p>ES</p>	<p>GREEN</p>

		Capital Investment Planning looking at Additional Support for Learning estate, roll capacity issues and conditions of the estate. Revenue monitoring in line with corporate monitoring. Assessment of budget pressures and action plan to address controllable areas.			
Commitment: Support children and young people to get dedicated mental health support and counselling in schools.					
Action	Milestones (current)	Progress & Performance	Planned Activity	Lead Service	RAG
Embed whole establishment approaches to nurture and wellbeing across all schools and early learning and childcare centres.	<p>Midsession report on numbers accessing: Whole school training Support & development groups.</p> <p>6 monthly reports to Scottish Government.</p> <p>Annual report to Education Directorate on School Counselling outcomes.</p>	<p>School Counselling continues to have positive impact on young people and additional funding is being used to target specific areas of need in Primary schools.</p> <p>The current Schools Counselling contract will end March 2025 and a new framework will be in place by then. New framework will go out for tender in October 2024. Report to Scottish Government was submitted in April 2024.</p>	<p>Update on school counselling outcomes will go to Directorate September 2024. New contract will be in place by end of March 2025 for 4 years.</p> <p>Additional Support for Learning School counselling budget is being used to develop staff training in approaches to supporting distressed behaviour. This will be a research project evaluating effectiveness in supporting distressed learners.</p>	ES	GREEN
Work with partners to promote and support learners in Glasgow to achieve improved	<p>Actions planned in response to Health and Wellbeing survey.</p> <p>Provide professional</p>	<p>The Embedded Mental Health and Wellbeing Support framework is now in place and allows schools to purchase quality assured services</p>	<p>The Wellbeing and Healthy Eating Practice Guidelines for Schools will be</p>	ES	GREEN

physical, mental and emotional health, and wellbeing.	learning programme on Health and Wellbeing. Grow the Physical Education, Physical Activity and School Sport (PEPASS) team links with non-traditional partners and agencies to support and strengthen the delivery of PEPASS.	using PEF and other funding sources. Pastoral Care and Health and Wellbeing Coordinators Networks are established, and focus is on early intervention and prevention.	published in November 2024. Nurturing Relationships Policy will be published by December 2024. Revised Mental Health Guidelines for schools will be published in October 2024.		
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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 (current)	Progress & Performance	Planned Activity	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.	Working group has revised Every Child is Included guidance and this will go to Directorate in September 2024 prior to publication. Staff development sessions on Staged Intervention are planned throughout this school session. This will be led by 2 Seconded Depute Head Teachers and staff from Glasgow Educational Psychology Service.	Dates of training sessions in each strategic area have been set.	ES	GREEN
Continue to review the continuum of support across all sectors to facilitate the inclusion of	Review of outreach provision to identify strengths and areas for development.	A survey of the individual needs of all pupils attending stand alone and co-located provision will be	Survey will be issue at start of October 2024 with report due by start of December 2024. Review	ES	GREEN

<p>almost all children and young people in mainstream settings.</p>	<p>Align outreach services with existing process and ensure targeted support linked to Area Inclusion Group outcomes.</p>	<p>undertaken prior to end of December 2024.</p> <p>This is based on the pilot study from last session. This will provide an overview of the range of needs across the school estate as well as look at themes that will allow future estate planning.</p>	<p>of the needs of pupils in Westmuir High and focus on supports available to pupils with significant trauma.</p>		
<p>Continue to drive forward targeted and whole school approaches to nurture, improving wellbeing and learning outcomes for learners.</p>	<p>Annual reporting on staff who have accessed whole school & Nurture Development Officer training</p> <p>Gather Boxall profile data & nurture quality assurance feedback to report back on effectiveness of GCC nurture groups</p> <p>Update GCC nurture courses for targeted & whole school career long professional learning in light of current research and evidence-based practice</p> <p>Provide opportunities for staff to access the nurturing staff wellbeing programme. Evaluate</p>	<p>Inclusion Support & Development Groups: Primary 56 Schools attended Early Years Centres 39 attended</p> <p>Whole School Nurture: 23 Early Years Centres undertook whole establishment training 5 Primary/Sec undertook whole establishment training 5 Nurture awards achieved</p> <p>Language and Communication Friendly Establishment: 12 establishments validated 45 establishments currently being mentored</p> <p>Nurture at Night Time: materials developed for night care staff in Residential Children's Houses.</p> <p>Nurturing families: materials developed in consultation with parents/carers</p>	<p>Inclusion Support & Development Groups groups to continue session 24/25</p> <p>Whole School Nurture Training continues, look at data for Primary/secondary (we think schools are focusing on things like LCFE/CIRCLE to support complex needs)</p> <p>Language and Communication Friendly Establishment: Mentoring and validation processes to continue</p> <p>Nurture at Night Time: roll out training and evaluate session 24/25</p> <p>Nurturing families: 40+ establishments have indicated intention to use</p>	<p>ES</p>	<p>GREEN</p>

	the use of the programme in schools.	Boxall research: Boxall data from nurture Groups gathered and analysed annually to inform training for Nurture Staff	materials session 24/25. Evaluation process in place. Boxall research: continue through session 24/25		
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Commitment: Expand our safer School Streets Programme.

Action	Milestones (current)	Progress & Performance	Planned Activity	Lead Service	RAG
Continue to Implement safer school streets programme in partnership with the wider council family and partners.	Support prioritisation of School vehicle exclusion zones.	Member group set up with partners. Terms of reference established. Members include Education, NRS and partners. Focus is non schools experiencing traffic issues.	Continue to work in partnership with the wider council family and partners	ES	GREEN

Commitment: Promote access to instrumental music tuition, primary school swimming tuition, Bikeability training, and outdoor and nature-based education.

Action	Milestones (current)	Progress & Performance	Planned Activity	Lead Service	RAG
Continue to develop new approaches to ensure high quality physical education in establishments.	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. Assess and maximise	The Secondary Physical Education Network has identified areas for development and delivery opportunities. These include working with new Physical Education team members to assist with class management in the development of sport specific areas. The Primary PE Lead officers continued to engage with 24 schools to deliver a bespoke programme to improve the quality	The Secondary PE Network will review and assess the development need for the coming academic year and a plan for delivery. Identification of teachers in the primary setting who are leading PE and a support network established.	ES	GREEN

	<p>the delivery of the Learn to Swim Programme in line with team resource and reduction in pool access.</p> <p>Improved partnership and community approach to strategy implementation of nature-based education.</p>	<p>of PE and raise attainment across the curriculum through PE.</p> <p>PE Counts online resource has over 700 members with 48 activities and support videos that complement the discrete teaching taking place in PE and Maths and Numeracy</p> <p>Primary Learn to Swim Programme had over 5550 participants and delivered 2566 sessions. 50% of pupils were non swimmers and after an average of 8 weeks of lessons this was reduced to 14% non-swimmers.</p>	<p>The primary PE Lead officers are reestablishing the Developmental PE programme and have several pilots planned. Support for Learning Workers will be a key group trained.</p> <p>Over 20 PEPASS Career-Long Professional Learning courses planned to support PEPASS delivery.</p> <p>PEPASS Blog to be updated and refreshed. This is an area where many additional resources are hosted.</p> <p>Glasgow Schools learn to swim programme will look at alignment with the National Primary School Swimming Framework launched in June 2024.</p>		
<p>Continue to expand opportunities to access instrumental tuition throughout BGE to support senior phase qualifications.</p>	<p>Promote and report on instrumental tuition uptake.</p>	<p>Access to Glasgow CREATE Instrumental Music provision continues to grow across the city. This is being achieved by offering trial periods to all interested children and young people.</p>	<p>Monitor access and uptake of instrumental music lessons and participation in City Groups and Ensembles, play days, master classes and partner opportunities through publication of</p>	<p>ES</p>	

		<p>Lessons and access are enhanced through Glasgow CREATE's City groups offer, continuing to develop by offering a wider range of ensembles and genres.</p> <p>Play Days continue for all instrument which offer the additional option of city-wide participation to those children and young people who are unable to attend City Halls on weekly evening and Saturday rehearsals.</p> <p>Through weekly lessons Glasgow CREATE Instrumental Instructors continue to support the delivery of 50% of the SQA music qualification as well as offering access to external qualifications which further enhance SQA UCAS points for all instrumental pupils.</p>	<p>Glasgow CREATE Standards and Quality report and collation of data for National Instrumental Music Survey.</p> <p>Continue delivery of instrumental music lessons with offer to all interested children and young people. Embed and grow CREATE Trad Ensemble, Pipe Band and Musical Theatre ensembles.</p>		
Continue to provide new experiences and thinking, through participation in physical and cultural activities.	<p>Increase numbers participating in John Muir and Duke of Edinburgh awards.</p> <p>Review and increase number and range of cultural visits by schools.</p>	<p>Duke of Edinburgh awards Uptake: 28% increase in participants year to date.</p> <p>Delivery of teacher Continuing Professional Development calendar to build internal capacity for Duke of Edinburgh awards.</p> <p>Completion of the project to enable Glasgow Life and Voluntary organisations to become licensed</p>	<p>Roll out of the Glasgow Urban Adventure Award through Pinkston Basin. 2.</p> <p>Distribute the Outdoor Learning Purpose and Progression framework to schools as a live document.</p> <p>Virtual Reality Duke of Edinburgh Expedition for</p>	ES	GREEN

		<p>Duke of Edinburgh providers for themselves.</p> <p>Blairvadach have created the Glasgow Urban Adventure Award (GUAA). The GUAA incorporates the National Outdoor Learning Award (NOLA) and other national proficiency Awards.</p> <p>Development of the 'Outdoor Learning Purpose and Progression' approved and launched as the Glasgow City Council pledge to support Outdoor Learning.</p>	Glasgow Virtual School hospitalised young people.		
Continue to support and promote Sport Scotland School Sport Award.	Promote & relaunch the new sportscotland School Sport Award to all schools and provide report on engagement.	<p>Engagement to the award was helped through promotion with our Young Sports Ambassadors, Active Schools team and through teachers' online information sessions.</p> <p>The schools who have been awarded Gold have also been linked to recognition at the Glasgow Sport Awards. Last academic year 5 schools were awarded their Gold Award.</p>	13 schools will receive their Gold School Sport award this academic year and be recognised at the Glasgow Sport Awards.	ES	GREEN
Develop an early level outdoor pedagogy transition pilot in one area of the city.	<p>Hold engagement session to develop local plan.</p> <p>Agree & implement training to support.</p>	Phase one of pilot completed June 2024 - training delivered and programme implemented.	Phase two of pilot - monitoring/ evaluation and planning for 2025 begins 3rd September 2024	ES	GREEN

	Agree monitoring & evaluation priorities in line with the principles in the Scottish Early Childhood & Families Transitions Statement.				
Commitment: Support play and outdoor education.					
Action	Milestones (current)	Progress & Performance	Planned Activity	Lead Service	RAG
Develop an early level outdoor pedagogy transition pilot in one area of the city.	Hold engagement session to develop local plan. Agree & implement training to support. Agree monitoring & evaluation priorities in line with the principles in the Scottish Early Childhood & Families Transitions Statement.	Phase one of pilot completed June 2024 - training delivered and programme implemented.	Phase two of pilot - monitoring/ evaluation and planning for 2025 begins 3rd September 2024.	ES	GREEN
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 (current)	Progress & Performance	Planned Activity	Lead Service	RAG
Continue to implement social inclusion projects and developments including Sense Over Sectarianism.	Evaluate the wide-ranging offer and the levels of engagement from schools and pupils across the city.	141 primary schools and 30 secondary schools undertake Sense Over Sectarianism work delivered by teachers and supported by Sense Over Sectarianism. Mentors for Violence Prevention:	Sense over Sectarianism: The plan for the next 12 months is to replicate the performance of the previous 12 months as these numbers represent maximum capacity of	ES	GREEN

		<p>Schools delivering 21 Training Events 3 Staff Trained 40.</p> <p>Other Events Holocaust Memorial Day Event 400 +</p>	<p>Sense over Sectarianism staff.</p> <p>Mentors for Violence Prevention: In the next 12 months we will deliver a minimum of 1 large training event and meet the demand of schools for local smaller training events.</p> <p>Holocaust Memorial Day Event: The annual HMD event will be hosted in January 2025.</p>		
<p>Deliver range of expressive art programmes through Glasgow CREATE which provide a broad range of learning experiences.</p>	<p>Re-design of Youth Music Improvement Provision across all primary schools will ensure a more sustainable, project-based model with a focus on continued professional learning for teachers.</p> <p>Review Expressive Arts Frameworks from first to fourth level to support planning of high-quality learning and teaching across Music, Drama, Art and Design and</p>	<p>Youth Music Improvement Tutors delivered music for the full year in all Primary 1 classes, some Primary 2 classes and in all ASN schools, with a focus on music and phonological awareness.</p> <p>110 schools engaged with the city-wide music project 'Everyone Belongs'. A new Youth Music Improvement Celtic Connections partnership project was delivered to all P7 classes in Primary & ASN schools.</p> <p>CREATE has delivered a total of 51 expressive arts & creativity Career-Long Professional Learning</p>	<p>Embed current model of Youth Music Initiative Programme with year-long provision for all Primary 1 classes, Celtic Connections workshops for all P7 classes, delivery for all ASN schools, city-wide project, Ready Steady Sing and an increased Career-Long Professional Learning offer for teachers.</p> <p>Continue to review content of Expressive Arts Frameworks from Early-Second Level and develop</p>	ES	GREEN

	<p>Dance in the Broad General Education.</p> <p>Support the delivery of high-quality learning, teaching, assessment, and moderation in the Senior Phase with Expressive Arts Curriculum Networks CREATE Leadership Team roles and responsibilities will be reviewed to transform the service and provide excellent experiences for children and young people.</p>	<p>sessions for Early Years/Primary.</p> <p>Development of Secondary Expressive Arts Curricular Networks with two full day meetings that took place for all 4 areas – a total of 161 teachers attended.</p> <p>Increased partnership working with arts organisations to link with school departments. City-level opportunities enhanced through re-establishment of Glasgow Schools Youth Theatre and Glasgow School's Art & Design exhibition.</p>	<p>content for Third/Fourth Level. Offer Career-Long Professional Learning for Primary teachers on new 'Glorious Glasgow' expressive arts resource in Learning Communities.</p> <p>Strengthen Secondary Curricular Networks.</p>		
Commitment: Make sure educational and social opportunities available in school are accessible to young people who are new to Glasgow.					
Action	Milestones (current)	Progress & Performance	Planned Activity	Lead Service	RAG
Review and implement a new Education Services International Education Strategy	<p>Establish Group to review International Education Strategy Plan</p> <p>Launch Strategy Plan</p>	<p>The international Education strategic plan has been launched with all primary and secondary HTs across the city.</p> <p>Professional development opportunities have been created to focus on the 4 Grand Challenges to support schools in taking this forward.</p> <p>The International Strategy plan was launched with children and young</p>	<p>Continued professional learning opportunities for schools.</p> <p>Support for 12 schools undertaking Turing funded Youth mobilities.</p>	ES	GREEN

		people through Senior Phase Parliament and Young people's forum.			
Continue development of English as an Additional Language (EAL) Service	<p>Continue to develop a core Career Long Professional Learning offer for EAL teachers and champions to enhance learning and teaching for bilingual learners</p> <p>Further develop partnerships with Principal Teachers and Faculty Heads and teachers delivering English for Speakers of Other Languages (ESOL) within the ESOL curricular Network to include all schools</p> <p>Create ESOL Strategy Group to review and update ESOL policy.</p>	<p>Career-Long Professional Learning core offer for EAL teachers consisted of 3 sessions in the 2023-24 session.</p> <p>ESOL curricular Network has grown in numbers and has provided opportunity to share current SQA messages and share good practice.</p>	ESOL working group, led by two headteachers has created an updated ESOL policy. This has been quality assured by ESOL Curricular Network. Planned next step is to share with Head Teachers for consultation before official launch.	ES	GREEN
Develop an English Language Levels framework to support English as an Additional Language Learners	Develop an English Language Levels framework to encourage accurate allocation of English Language Levels across the city and to provide age and level appropriate	English Language Levels framework if now available on Go Glasgow for all establishments to access. Career Long Professional Learning sessions on use of the framework have been delivered to EAL teacher and wider teaching staff.	Planned next step is to work with SEEMIS team to ensure correct entry	ES	GREEN

	strategies and resources.				
Commitment: Support school food growing, waste reduction and recycling and work on achieving silver and gold Food for Life awards.					
Action	Milestones (current)	Progress & Performance	Planned Activity	Lead Service	RAG
Support the delivery of the Council's Food Growing Strategy working with schools to develop growing spaces across the city.	Implement, monitor and evaluate "Health Your Body Matters " Delivery and monitor Good Food Group Actions.	Spotlight session in September to share Health Your Body Matters resource details with practitioners. Recently made Health and Wellbeing Coordinators at Education Scotland event aware of resource. Regular meetings for those interested in Good Food Groups ongoing with celebration event held at an Early Years establishment in June to share good practice with members of the group.	Continue to work with Health Improvement to promote Health Your Body Matters resource. Support, where required with Glasgow University with ongoing evaluation of impact of resource. Good Food Group Support group led by Depute Head Teacher practitioner who coordinates the groups. Some GFG have been successful in getting Food for Thought funding which will support the development of the work in their establishments. 17 Glasgow establishments were successful in their applications for this funding for 2024-25.	ES	GREEN
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 (current)	Progress & Performance	Planned Activity	Lead Service	RAG

<p>Continue the PT BAME leadership progression programme, developing and embedding opportunities for practitioners.</p> <p>Develop race conscious professional learning opportunities, aligned with all leadership strategy workstreams.</p>	<p>Monitor and Review Impact of PT BAME recruitment programme and implement mentoring sponsor offer.</p> <p>Review programme content across leadership programmes to include race conscious leadership content.</p>	<p>Five BAME Principal Teachers continuing through year 2. All five are linked with their mentoring sponsors. Four BAME depute head teachers.</p> <p>We have a number of staff who will be involved in a newly developed programme, Anti Racism Mentors established with Education Scotland.</p> <p>Working in partnership with the University of Glasgow University progressing with Race conscious leadership, The Leading Anti-Racism programme has been launched.</p> <p>Working closely with a small group of BAME staff, we are establishing the, BAME Staff into Leadership Network. The aim of this network is to provide BAME teachers the opportunity to explore leadership pathways and opportunities within a supportive network environment.</p>	<p>The five post holders will continue through this year, and we will also be looking to refer them along with all staff to explore further opportunities in career-Long Professional Learning linked to leadership.</p> <p>Anti-Racism Mentors will have protected time to grow their capacity to lead anti-racist professional learning and support. They will have opportunities to facilitate professional learning sessions and to contribute to existing or emerging work of settings and local authorities to embed strategically anti-racist education.</p> <p>With the Leading Anti-Racism programme launched to all staff across Education Services, we have 53 members of staff have enrolled on the course to start from October 2024 through to May 2025.</p>	<p>ES</p>	<p>GREEN</p>
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			Opportunities are being made available to all BAME staff across all establishments. The outline of the BAME Staff into Leadership Network will be, to offer 4 sessions, from November 2024 through to May 2025 focussing on Leadership of a number of areas across Education.		
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Commitment: Continue to explore gender friendly nurseries.

Action	Milestones (current)	Progress & Performance	Planned Activity	Lead Service	RAG
Promote opportunities for staff to develop inclusive practice with a focus on diversity, gender and supporting children with additional support needs.	<p>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.</p> <p>Initialising of the Knowledge Exchange with Strathclyde University on Inclusive Practice.</p>	60% of nurseries have signed up to Think Equal although only 9% of those to date have reached implementation stage. Amended Continuing Professional Development programme on gender stereotypes being developed. Planning for Knowledge Exchange underway.	<p>Support remaining sign ups to implement over 24/25 and encourage further nurseries to sign up.</p> <p>Set dates for implementing revised Challenging Gender Stereotypes programme.</p> <p>Begin implementing Knowledge Exchange from January 2025.</p>	ES	GREEN

Commitment: Support the expansion of free childcare hours; and make the current offer more flexible to support parents in shift work or irregular employment to be able to use them.

Action	Milestones (current)	Progress & Performance	Planned Activity	Lead Service	RAG
Continue to facilitate delivery of the expanded early learning & childcare hours, reviewing and improving flexibility where possible. Particular focus on the All-Age Childcare priorities.	<p>Gather and analyse data on uptake and capacity.</p> <p>Review service delivery models as needed in response to data reporting.</p>	<p>First full year of All Age Childcare delivered, and funding secured to 2026.</p> <p>Ongoing review of service models as demand shifts and opportunity arises.</p>	Make stronger links between the All-Age Childcare Programme and the Child Poverty Pathfinder activity. Creation of service baseline (unit costs) to support planning for change in 2026.	ES	GREEN
Commitment: Maintain the option for parents and carers, who wish, to opt their children out of standardised testing.					
Action	Milestones (current)	Progress & Performance	Planned Activity	Lead Service	RAG
Continue to distribute guidance on options for parents and carers who wish to opt their children out of standardised testing.	Provide guidance to establishments.	Provide guidance to establishments. To date no establishment has reported that parents have chosen to withdraw their child/children from these assessments.	No establishment has reported that parents have chosen to withdraw their child/children from these assessments.	ES	GREEN

Case Study

Grand Challenge 2, Mission 2 – Case Study	
Commitment	Develop a Social Infrastructure Investment programme. Build community wealth and empowerment by including the community and voluntary sector, social enterprises, credit unions, and co-operatives in business support services, ensure economic benefits are equally spread.
Action	All Business Support programmes opened to social enterprises.
Milestone	From 23/24, all Business Support services and programmes, including Green Business Support, have been open to social enterprises.
Case study title	<i>Opening up business support services to social enterprises</i>
RAG Rating	Green
Synopsis (100 words)	Previously, business support services delivered by Economic Development have primarily targeted SMEs with growth potential based in the city. However, since 2023-24 all Business Support services and programmes have been open to social enterprises based in Glasgow. This includes funding support programmes including the Glasgow Business Growth Programme, which offers access to a network of expert consultancy support, and the Green Business Grant which helps local organisations transition to Net Zero, reduce their energy costs and become more resilient to climate change.
The challenge	<i>Information on the challenges and why commitment hasn't been achieved</i> N/a
The solution	One local social enterprise has accessed support both under the Business Growth Programme (including the Green Business Support lot) and the Green Business Grant.
The impact (including cost savings/income generated if applicable)	<p>Using the Business Growth Programme, the social enterprise organisation accessed expert consultancy support for both strategy and organisational development and for Green Business Support.</p> <p>The strategy project focused on reviewing their last 5-year Strategic Business Plan, establishing a vision and mission for the next five years and reviewing core ambitions, focus and targets. The work also identified a suitable business model and operational structure which highlighted organisational challenges and change required. That was then followed by an organisation development review to ensure the finalised business plan was deliverable. The OD side of the project focused on understanding the extent to which people are in the right roles and ensuring the performance management and appraisal system is linked to training and development.</p> <p>As part of their new five-year business plan there was a desire to embed Net Zero across all aspects of their future business planning and strategy. Having previously benefited from Step Up to Net Zero support their green project was focused on the further development of their net zero plan to produce a visually clear and concise roadmap and sustainability strategy that could be used by the organisation to promote their activities as well as a route to source funding.</p> <p>The social enterprise company also received Green Business Grant support for energy efficiency measures.</p>

How is the new approach being sustained?	
Lessons learned:	<i>Key lessons learned to date</i>
Contact:	<i>Key contact of those working on specific project/work</i>
Links to relevant documents:	<i>Any supporting evidence. Links to news articles etc</i> www.glasgow.gov.uk/article/5656/Glasgow-Business-Growth-Phase-3 www.glasgow.gov.uk/greenbusinessgrant