



Glasgow City Council

Operational Performance and Delivery Scrutiny Committee

Report by Chief Executive Department

Contact: Cormac Quinn

STRATEGIC PLAN PERFORMANCE:

Grand Challenge 1: Reduce poverty and inequality in our communities

Mission 1: Tackle child poverty in our city using early intervention to support families

Mission 2: Meet the learning and care needs of children and their families before and through school

Mission 3: Improve the health and wellbeing of our local communities

Mission 4: Support Glasgow to be a city that is active and culturally vibrant

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; 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

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 1: Reduce poverty and inequality in our communities

Mission 1: Tackle child poverty in our city using early intervention to support families

Mission 2: Meet the learning and care needs of children and their families before and through school

Mission 3: Improve the health and wellbeing of our local communities

Mission 4: Support Glasgow to be a city that is active and culturally vibrant

- 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. The review of the Strategic Plan was completed and presented to Full Council in October 2024.
- 2.4 Council previously received updates on Grand Challenge 1 Mission 1, 2, 3 and 4 at their meetings on [3 May 2023](#), [13 September 2023](#), [7 February 2024](#) and [15 January 2025](#). June 2025 and October 2025

3. Commitments and Emerging Commitments

- 3.1 Work is in progress to deliver the Strategic Plan commitments across key areas includes areas such as:
- Continuing to deliver Glasgow Helps
 - Supporting affordable and accessible school uniforms.
 - Ensure digital inclusion for children and young people.
 - Supporting people in Glasgow to achieve improved physical, mental and emotional health and wellbeing
 - Promoting safe and equitable access to the right services in the right place at the right time for all
 - Delivering the Health Improvement Strategy 2023-2028
 - Working with service users and their carers to identify their needs and desired outcomes and empower them to make informed decisions
 - Support people to live safely at home for as long as possible
 - Progress on work to reduce homelessness

There is one emerging commitment from Glasgow Life

- Support the creation of a new vision for Sauchiehall Street as a Culture and Heritage district

3.2 Some actions are noted as Amber and one as Red;

- End-of-Life Aid Skills for Everyone
- Reduce Delayed Discharges
- Progress work to reduce homelessness

- Continue to re-open agreed council-owned venues.
- Secure investment for the People's Palace and Winter Gardens
- Support Housing First as a model and reduce use of temporary accommodation (Red)

3.3 Appendix 1 includes case studies on:

- Glassford Family Portrait Redisplay
- Glasgow Life Libraries – Health, wellbeing and welfare provision
- Empowering Lone Parents Through Glasgow Life's Family Finances Project
- Return to school day – August 2025
- Sauchiehall Street Culture and Heritage District

4. Next Steps

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

GRAND CHALLENGE 1 Reduce poverty and inequality in our communities

MISSION 1: Tackle child poverty in our city using early intervention to support families

Commitment 6: Continue to deliver the Glasgow Helps project

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
<p>Citywide person-centred offer to support vulnerable citizens in Glasgow to access the ‘right support in the right place at the right time’</p>	<p>Glasgow Helps embedded a new staffing structure to meet the needs of service users that increased partnership working with our Improving the Cancer Journey and Long Term Conditions Team. This ensured alignment in service delivery and exchange of best practice to improve the city’s holistic support offer.</p> <p>Ongoing development of the Advice Pro system, to improve data quality and monitoring.</p>	<p>Glasgow Helps has continued to develop and refine its service offering to ensure it is best situated to meet the needs of people and partner organisations in Glasgow. Data and insights have been crucial to ensure the service reaches those most in need of support.</p> <p>Between October 2023 and end of December 2025, Glasgow Helps has:</p> <ul style="list-style-type: none"> Engaged with over 9000 individual clients <p>Made over 12,000 unique referrals to 292 agencies and organisations operating in the city.</p>	<p>Continue to deliver the Glasgow Helps service, ensuring that it is responsive to the needs of citizens through continuous learning and staff training.</p> <p>The service will act as the key worker within the Drumchapel Demonstration of Change, providing coordinated support to families and supporting the work of the Child Poverty Programme.</p> <p>Glasgow Helps has supported delivery of the E.ON battery pilot, working with partners to connect</p>	<p>CED</p>	<p>G</p>

	Continued quality assurance of casework through reflective practice and supervision.	<ul style="list-style-type: none"> Averaged around 240 inbound contacts per week (since January 2024) Provided intensive case management support to 649 people and families. <p>100% of respondents to feedback forms indicate they have a better understanding of services and supports available to them in their community as a result of the support they received. 100% said that they would refer a friend or family member to the service</p>	<p>eligible families to the scheme.</p> <p>Targeted outreach informed by data will continue to be integrated into core delivery, balanced alongside existing service demand.</p>		
Commitment 7: Continue to work to maximise incomes for all low-income households, including those households in work.					
Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
HSCP Homeless Provision of supermarket vouchers to support clients leaving	£65,000 provided	<ul style="list-style-type: none"> £65,000 fully distributed 1,300 service users supported. Average spend per person of £50. 	Fund now exhausted	HSCP	G

<p>homeless accommodation, building on outcomes of previous approach during Covid. This would assist with the purchase of basic items to facilitate sustaining their new tenancies.</p>					
<p>Pre-Loved Clothing</p> <p>Provide funding for pre-loved clothing to pilot a subsidised scheme for children's clothing.</p>	<p>£60 digital vouchers have been created for pre-loved clothing, enabling families to shop online, in-store, or receive deliveries.</p>	<ul style="list-style-type: none"> • Project delivery commenced in July 2025 following completion of the tender process. • 5,361 clothing items distributed to 242 families, supporting 583 young people. • 66% of families supported were from booster ward areas. • Based on average retail costs, families collectively saved an estimated £23,089.11, with a carbon saving of 35.2 tonnes CO₂e. • Voucher value was reduced from £100 to £60 per 	<p>Continue to monitor usage under the new £60 awards and ensure ongoing alignment with booster wards, where appropriate. Donation PODs will be reintroduced across GCC and ALEO sites to support specific pre-loved clothing requests.</p>	<p>CED</p>	<p style="text-align: center;">G</p>

		person this year, based on previous averages, to enable wider reach and support for more families and children.			
Make a House a Home	Project has supported women and families affected by gender based abuse to move into a sustainable tenancy through providing up to £1,000 to provide items such as household essentials and safety measures. The project is in its final stages with 2% of funds now remaining.	Since the project was established, 279 families with 469 children have been supported to move into their new home, increase confidence and sustain their tenancy. The average support package amounts to £771.87 per family.	The project will be completed by end of this financial year and all monitoring information collated for a report on outcomes and impact.	CED	
Financial Inclusion Support Officer in schools project across a selection of city schools	Project rolled out to 50 city schools: - 29 Secondary Schools - 20 Primary Schools - 1 Assisted Learning School	<u>Impact/Outcomes</u> 995 clients accessed the service of which 863 have been supported to secure approximately £2,852,915 in financial gains (April 2025 – Dec 2025)	Continuous ongoing service development which seeks to improve how the service is delivered in terms of job roles, systems and partnerships.	CED	

Debt Managed

105 clients supported with a total of £437,206 debt managed (April 2025 – Dec 2025)

Poverty Drivers

Cost of Living - 17% of total financial gains

Income from Social Security - 81% of total financial gains

Priority Groups*

49% Lone Parent Families 23% Families which include a disabled adult or child

33% Families with 3 or more children

70% Minority Ethnic Families

*Please note a client can appear in more than one priority group

Commitment 8: Deliver Glasgow's Child Poverty Pathfinder					
Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Working in collaboration with partners from across the public and third sector, address unacceptable levels of child poverty through systemic change.	<p>Shift to Programme status from Pathfinder embedded. Currently developing Child Poverty Delivery Plan covering the next 4 years of the work.</p> <p>Policy alignment within core strategic documents (Community Plan & Children's Services) and commenced work towards shared accountability framework</p>	<p>Continue to deliver against agreed programme of work and to identify learnings</p> <p>First iteration of citywide Performance Framework for family poverty presented to community planning and team from across partnership working on suite of measures</p> <p>Child Poverty Programme embedded in city Community Planning Structures and Council governance structures. Continue to review and refine structures</p>	Complete	CED	G

GRAND CHALLENGE ONE**Reduce poverty and inequality in our communities****MISSION 2:**

Meet the learning and care needs of children and their families before and through school

Commitment. Support affordable and accessible school uniforms, including uniform banks and lease and hire schemes and work on cost of the school day work including administering school clothing grants.

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Continue to work in partnership with a range of partners to increase the number of accessible uniform banks across establishments.	Continue to work in partnership with a range of partners to increase the number of accessible uniform banks across establishments.	Work alongside providers to expand opportunities for people to use clothing banks. Keep encouraging circular economy practices.	Continue promoting collaboration with providers and strengthening circular economy initiatives. Align activities with the wider sustainability agenda.	ES	
Prioritize anti-poverty policies and actions to improve wellbeing.	Monitor progress of Cost of the School Day Champions.	Ongoing collaboration across the authority.	Continue to promote this work with establishments and encourage collaborative approaches.	ES	

Support implementation of council policy on Free School Meal holiday payments.	Implement council policy.	The total paid is £2,774,886 (70,822 payments).	Payments are planned for Spring 2026.		G
Continue to support financial inclusion officers within Glasgow's schools and explore options to expand into early years.	Report on progress of Financial inclusion support officers (FISOs) in partnership with Glasgow Helps via Child Poverty Board.	<p>Currently live in 50 schools (29 secondaries, 20 primaries and 1 ASL school)</p> <p>Support provided to the towards better future programme.</p> <p>FI providers secured and monitoring arrangements agreed</p> <p><u>Impact/Outcomes</u></p> <p>995 clients accessed the service of which 863 have been supported to secure approximately £2.85 million in financial gains (April 2025 – December 2025)</p>	Continuous ongoing service development which seeks to improve how the service is delivered in terms of job roles, systems and partnerships. Continue to monitor support provided to Towards Better Futures programme.	ES	G

		<p><u>Debt Managed</u></p> <p>105 clients supported with a total of £437,205 in debt managed (April 2025 – December 2025)</p> <p><u>Poverty Drivers</u></p> <p>Cost of Living - 17% of total financial gains Income from Social Security - 80% of total financial gains</p> <p><u>Priority Groups</u></p> <p>49% Lone Parent Families 23% Families which include a disabled adult or child 33% Families with 3 or more children 70% Minority Ethnic Families</p>			
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<p>Deliver the Glasgow Pathfinder project pilot on eligible 2-year-olds optimizing financial support to families using Council nurseries.</p>	<p>Review financial support optimization.</p> <p>Align work on the new Scottish Government/Department for Work and Pensions (DWP) data sharing project on eligible 2-year-olds with Pathfinder priorities.</p>	<p>ELC Team working with demonstration of change leads in 3 of the 10 booster wards.</p> <p>DWP data sharing agreement is now in place at local level for booster wards. Data improved compared with nationally available data.</p>	<p>Access being sought to local DWP data to identify potential for small scale test of change through targeted approaches to families.</p> <p>Work with Clyde Gateway to consider Education ELC contribution to developing framework around framing the impact childcare on the economic infrastructure.</p>	ES	
<p>Support the Glasgow Helps Project including the referral pilot established in selected nurseries.</p>	<p>Support the evaluation and further development of the referral pilot.</p>	<p>Ongoing monitoring of Glasgow Helps support within nurseries.</p>	<p>Refreshed information sharing across the childcare sector on the role of Glasgow Helps.</p>	ES	
<p>Commitment. Ensure digital inclusion for children and young people.</p>					
Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG

<p>Increase the number of schools recognized as centre of leadership and educational excellence for learning with technology.</p>	<p>Increase number of Primary and Secondary Establishments registered for Digital Schools Award.</p> <p>Further 10 Primary establishments achieving Digital Schools Award.</p> <p>Further 5 establishments nominated for Apple Distinguished Schools.</p>	<p>Almost 60 schools across the City have been awarded DSA since 2016; there have been a further 8 registrations since 2023.</p> <p>St Patrick's PS Hollybrook Academy</p> <p>St Charles St Andrew's St Bernard's Hollybrook – 1st ASL Scot</p> <p>Parkhill (to be visited) Avenue End PS (to be visited)</p>	<p>Continue to share DSA to establishments via Digital Leaders of Learning Business meetings/ Teams channels/ Conference slides</p> <p>Continued supportive visits by Digi Team to ascertain key points/ components of ADS process, prior to Apple visiting</p>	<p>ES</p>	<p>G</p>
<p>Strengthen the impact of Continuous Professional Learning with partners including Apple and XMA.</p>	<p>Increased number of Showbie and SeeSaw Ambassadors.</p> <p>160 practitioners recognized as Apple Learning Coaches.</p> <p>Increased consistency across Learning</p>	<p>Schools regularly engaging with both Showbie and Seesaw have increased (4868 staff engaging across the system); Early Years have also begun to engage with Showbie</p> <p>ALCs numbers have increased beyond the</p>	<p>Continue to share professional learning/ platform updates to establishments via Digital Leaders of Learning Business meetings/ Teams channels/ Conference</p>	<p>ES</p>	<p>G</p>

	<p>Communities in use of preferred platforms: Showbie & SeeSaw.</p>	<p>projected figure (more than 170 at present); continued engagement with this accredited programme goes on through Digital Leaders of Learning meetings and Teams channels.</p> <p>Additional Learning Communities have adopted a single platform for delivery of L & T; this has aided transition and is being used as a Transition vehicle across establishments.</p>	<p>Continued support/ professional learning offered by partners (Apple/ XMA) to drive improvements at individual/ school/ Learning Community levels</p>		
<p>Strengthen the support which Digital Leaders of Learning offer to schools.</p>	<p>Digital Coordinator identified in every Learning Community.</p> <p>Improved community approach to strategy implementation leading to strengthened transitions, improved reporting and attainment.</p>	<p>Due to staff movement, some Learning Communities no longer have an identified Coordinator. This is impacting on the pace of change in some Learning Communities.</p>	<p>Review of existing coordinators linking/ being responsible for additional Learning Communities.</p>	<p>ES</p>	<p></p>

<p>Gather and respond to the views of staff on digital learning and teaching.</p>	<p>Action plan to respond to views from 2022 survey.</p> <p>Prepare questions for biennial digital survey for 2024.</p>	<p>Survey currently being completed (all stakeholders – parents/ pupils/ staff); this will gather views on a wide range of themes across Connected Learning; this will include usage/ Professional requirements.</p> <p>Views will help address needs linked to the DS for GCC.</p>	<p>Analysis of the results will provide clarity on requirements from the estate.</p> <p>Glasgow Psychological Services (GPS) are linking to provide support and review of this data.</p> <p>Continued partnerships will inform the next steps to support all areas of the Digital Strategy – partners include Glasgow Pedagogy team; XMA; Apple; GDDS; EAL; Glasgow Life; and external platform providers</p>	<p>ES</p>	
<p>Consult with nursery staff and wider partners on the potential and appropriate use of</p>	<p>Create focus group to gather detailed views and considerations</p> <p>Create draft strategy for</p>	<p>New digital learning profile and platforms implemented from October 2025 onwards.</p>	<p>Ongoing monitoring of use and development of appropriate training being taken forward by</p>	<p>ES</p>	

digital technologies and learning strategies for the youngest children.	Early Learning and Childcare service.		ELC Quality Improvement Team		
Commitment. Develop targeted campaigns and communications to raise awareness of misogyny, and to combat sexual harassment within our schools.					
Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Continue to support events and days of acknowledgement to raise awareness, mainstream and embed equalities practice.	Build awareness of citywide practice. Progress and evaluate Career-long Professional Learning linked to protected characteristics.	Holocaust Memorial Day Event featured performances including music, drama, dance and poetry from several Glasgow Schools and a variety of speakers on this year's theme of "Bridging Generations". GFT and GCC links Sense over Sectarianism and Glasgow Film Theatre offered Glasgow schools the opportunity to visit the GFT and view films associated with the holocaust and subsequent genocides.	Established based activities and learning will continue in local areas.	ES	

		<p>Anti Racism PARTIE 25 Schools Learning Showcase at City Chambers</p> <p>Anti-Racist Education Learning stations 165 Young People and teachers attended over the morning and afternoon sessions.</p> <p>Eight schools presented on the day showcasing their work via mini workshops and presentations.</p> <p>Anti-Racism Workshops PRIMARY at City Chambers 122 primary pupils and teachers attended, and all took part in 4 workshops.</p> <p>SECONDARY 30th AM October at City Chambers</p>	<p>PARTIE 2026 is currently being planned for September 2026</p>		
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		<p>78 secondary pupils and teachers attended, and all took part in 4 workshops.</p> <p>ALLIES – LGBT inclusive education event planned FEB and MARCH in collaboration with colleagues at TIE Scotland</p>	<p>Allies is being launched on the 21/2/26 and will continue with workshops up to March 2026.</p>		
<p>Commitment: Support marginalised groups, including refugees, asylum seekers and LGBTI+ young people, through the Education Equalities Working Group (EEWG) which has been established to direct strategic equalities work across all areas of Education Services. Continue to work with LGBTI+ Youth Scotland and Time for Inclusive Education campaign on inclusive education including consent education.</p>					
Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
<p>Empower the Education Equalities Working group (EEWG) to take forward work planned developments and opportunities for</p>	<p>Review current practice against all protected characteristics.</p> <p>Action plans updated to include refreshed focus as appropriate.</p>	<p>BRL</p> <p>GCC continues to support BRL Education Scotland Programme. Many participants now involved as mentors and as Education Scotland associates.</p>	<p>To implement and embed BRL actions, this is being offered to education staff who are advocates in taking this forward within the service.</p>	<p>ES</p>	<p>G</p>

<p>professional learning related to all characteristics and intersectionality.</p>		<p>Anti Racism CLPL Anti racist educators CLPL package now on CPD manager. This series of CLPL offers an introduction to becoming an Anti-racist educator and offers safe discussions around issues and potential actions.</p> <p>TIE CLPL GCC continue to encourage uptake of TIE journey CLPL. Number of teachers registered on the lgbteducation.scot platform - 2095 Number of teachers who started Stage-1 - 93 Number of teachers who completed Stage-1 - 1638 Number of schools and education settings registered on the platform - 151</p>	<p>To ensure staff uptake and engagement with this continues.</p> <p>As part of the programme's expansion, development work is currently underway within the St Andrew's Learning Community. St Andrew's Secondary, St Benedict's, and St Bridget's Primary schools are actively involved in co-designing and piloting new learning resources.</p> <p>This phase of work will also include the creation</p>		
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		<p>Number of teachers who have completed Stage-2 - 1316</p> <p>Digital Discourse Initiative</p> <p>The Digital Discourse Initiative is a collaborative programme developed by Time for Inclusive Education (TIE) and the Institute for Strategic Dialogue (ISD). ISD is an independent, internationally recognised “think and do tank” dedicated to safeguarding public safety, national security, human rights, and democratic values in the digital age. Their work includes monitoring extremism and disinformation and designing evidence-based interventions to counter these harms.</p>	<p>of accessible information materials for parents and carers.</p>		
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		<p>This partnership aims to provide bespoke educational tools that help schools address the growing impact of online hate, misinformation, and disinformation on children and young people.</p> <p>TIE delivers a free online professional learning module for Scottish teachers and educators. The module equips school staff with the knowledge, understanding, and practical tools needed to support children and young people to navigate online environments critically, confidently, and safely.</p>			
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GRAND CHALLENGE ONE					
Reduce poverty and inequality in our communities					
MISSION 3:					
Improve the health and wellbeing of our local communities					
Commitment 1. Work with partners to promote and support people in Glasgow to achieve improved physical, mental and emotional health and wellbeing whilst reducing inequalities and the impact of deprivation.					
Action	Milestones (current)	Progress & Impact	Planned Activity / Route to Green	Lead Service	RAG
Deliver the activity outlined in the Health Improvement Strategy 2023-2028	Implement NHSGGC Early Years Mental Health Improvement Framework	<p>Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.</p> <p>Draft framework developed by multi disciplinary, multi agency working group following a tabletop review of evidence and policies. The framework was then open to consultation throughout July to September 2023.</p>	Lead the implementation of an NHSGGC Early Years Mental Health Improvement Framework	HSCP	G

		<p>An Equality Impact Assessment has been published.</p> <p>Framework was approved and published in February 2024 and a policy mapping exercise also published to aid with implementation.</p> <p>GCHSCP are delivering a programme of activity which contributes to the prevention, early intervention and appropriate service delivery for mild to moderate mental health concerns. The programme includes development of Young People's Compassionate Response Service, part funding YoMo's community mental health and wellbeing service, and a programme of specialist delivery, training and learning opportunities to address ethnic inequalities in children and young people's mental health.</p> <p>A full outline is available in the Health Improvement Annual Report 2024-25</p>			
	Continue to develop actions designed to prevent suicide and impact on self-harm	<p>Glasgow City Suicide Prevention Partnership created a summary version of their local action plan to reduce suicide. The refined summary action plan will help guide suicide prevention work over the coming year.</p> <p>Over the last year, an expanded membership of the multi agency, sensitive and confidential approach to</p>	<p>Continue to invest in the city's suicide prevention partnership and will support the forthcoming national strategy for self-harm.</p> <p>In 2026/27, the GCSP remains dedicated to expanding its reach and</p>	HSCP	G

		<p>locations of concern has included representation from roads and transport. Alongside partners from NHS, rail, waterways, housing, Police Scotland and Samaritans the inclusion of roads infrastructure facilitates a collaborative approach to surveillance and working to influence change to mitigate harm as part of the national guidance on action to address suicides at locations of concern. The partnership around locations of concern works alongside broader community education and training and engagement programmes with examples such as:</p> <ul style="list-style-type: none"> • Applied Suicide Intervention Skills Training (ASIST): a two day in-person workshop which increases participants' willingness, confidence and capacity to provide suicide first aid. • World Suicide Prevention Day – 'Changing the Narrative': engagement with a wide range of partners and communities to 'change the narrative' on suicide including Partick Thistle Football Club. Player/Manager, Brian Graham, who created a video for social media, speaking about the importance of starting conversations around suicide. 	<p>impact through continued training, awareness initiatives and support networks. A series of Suicide Intervention Skills Training Workshops are scheduled during March 2026.</p>		
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		<p>The video was shared on the Glasgow City HSCP X page on the morning of World Suicide Prevention Day and has been viewed over 16,000 times.</p> <ul style="list-style-type: none"> • Chalk the Walk: 9 youth organisations took part in a '<i>Chalk the Walk</i>' campaign. Young people were provided with chalk and asked to help shine a light on suicide prevention by 'chalking the walk' with images and messages of hope, resilience and suicide awareness and prevention. • Send Silence Walking and Let's Get TALKing: this campaign encouraged individuals to start the conversation and engage in open, honest discussions about suicide. • Tree of Hope: Unpaid Work supervision staff within Community Justice Glasgow crafted and created a Tree of Hope, situated in Parkhead Forge Shopping Centre for the month of September. The tree symbolised the voices of individuals across the North East and encouraged suicide safer communities. A suicideTALK session was also delivered to Community Payback Order clients and Unpaid Work Supervision Staff. 			
	Support mental well-being of groups most at	Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.	The Mental Health Strategy Refresh will be updated to the NHS	HSCP	

	<p>risk by life circumstances and isolated by discrimination</p>	<p>A Compassionate Distress Response Service was established following a need identified by the Multiagency Distress Collaborative. This service responds within an hour for OOH or same day for in hours referrals for those 16+ to help access the right supports. Last year nearly 5000 referrals were made.</p> <p>Mental Health Strategy Refresh has gone through public consultation with plans to implement following approval of the outcomes of the engagement by the Board's Corporate management team in 25/26. Full implementation of new pathways will likely move into 26/27. NHSGGC Mental Health Strategy 2023-2028 - NHSGGC</p> <p>Implementation Next Phase Mental Health Strategy Enhancing Community Services</p> <p>Next Steps in Implementing Mental Health Strategy - Enhancing Community Services and Community Engagement</p>	<p>Board and IJBs respectively throughout implementation.</p> <p>A feedback report was presented to the board in August 2025 Mental Health Strategy Staff Engagement Feedback Report March 2025 - NHSGGC</p>		
<p>Work on implementing the Mental Health Strategy</p>	<p>Expand computerized Cognitive</p>	<p>Complete - cCBT services have been migrated from <i>Beating the Blues</i> to the <i>SilverCloud</i> platform and this allows people to complete in their own time at</p>	<p>Complete</p>	<p>HSCP</p>	<p>G</p>

to ensure a range of mental health supports are available in the community.	Behavioral Therapy	their own pace. This is based on cognitive behavioural therapy (CBT), mindfulness and positive psychology. <i>SilverCloud</i> is both interactive and flexible. At regular intervals (approximately every 3 weeks) increased support is available to encourage and guide people through the modules and sign-post to resources within the programme that may be particularly relevant to people.			
	Develop Bipolar Hub	A submission for further funding after pilot was not supported following review of the service delivered. The service catered for a small number of individuals providing physical health care reviews and medication monitoring but was not able to expand to achieve the planned reach of the overall service, as patients were choosing not to travel to a central location and remained being seen in their locality community mental health teams. The transition back for the small number that used the service latterly was supported by health services and Bipolar Scotland	Unable to expand due to funding decision. Patients are either attending the hub or getting needs met locally. Completed as far as possible.	HSCP	G
Develop and deliver a range of programmes across the HSCP to reduce	Deliver Glasgow Local Child Poverty Action Plan	Staff within GCHSCP are actively engaged in developing and delivering on the child poverty agenda. This has included:	Contribute to the delivery of the annual Glasgow Local Child Poverty Action Plan	HSCP	G

<p>and mitigate the impact of poverty and health inequalities in the city.</p>		<ul style="list-style-type: none"> • Financial Advocacy service for women in the Special Needs in Pregnancy (SNIP's) pathway • The Healthier Wealthier Children (HWC) service • Health Visiting and Glasgow City Family Nurse Partnership staff to make Section 22 destitution payments to enable a more flexible, needs-led response to financial hardship, fuel poverty and destitution. • Community Link Workers (CLW's) service. • A Cost of Living Guide was developed for use by HSCP services and third sector organisations. • Whole Family Wellbeing Fund <p>The Whole Family Wellbeing Fund in Primary Care (WFWF PC) programme is embedded in twelve Deep End Practices across Glasgow City. The enhanced elements included as part of the programme are:</p> <ul style="list-style-type: none"> • Family Finance Advisors (FFA) will work with families to support with financial capability. • Family Wellbeing Workers (FWW) embedded into the Multi-Disciplinary Team, sitting alongside the 	<p>The 2024/25 Report can be found here Glasgow Local Child Poverty Action Report</p>		
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		<p>Community Link Worker programme.</p> <ul style="list-style-type: none"> • Thrive Under 5 (Tu5) - FWWs support families to access food pantry shops and/or meal packs within their local areas, including providing vouchers for cooking utensils • Community Grants Fund – supporting organisations to apply for funding to further enhance family activities available. • Youth Health Service - Additional staff capacity provided through this programme will support with an increase in referrals to the service from FWWs. • Specialist Trauma Support Services 			
Access to financial advice and welfare rights advice	<p>The Scottish Government's investment has embedded Welfare Rights services in 84 GP practices across 21 GP clusters in Glasgow City, primarily serving deprived communities to enhance financial stability, reduce health inequalities, and improve patient well-being.</p> <p>The initial two-year funding ended in January 2024, followed by an extension until March 2025, However, due to limited</p>	<p>A slightly reduced WAHP service will continue to be offered via 79 GP practices until March 2026.</p> <p>A full report on all Welfare Rights and Money Advice Performance for 2024-</p>	HSCP	G	

		<p>funding, some practices have been operating at reduced capacity since April 2024. Despite these constraints, the service has continued in 79 general practices across 82 sites within the available budget.</p> <p>Despite reduced funding in 2024-25, the service remained in high demand, with 4,663 referrals, a 9% increase from the previous year, generating over 11,500 cases. Clients gained £12m in financial support and managed £1.78m in debt, with a shift from housing related debt to credit card and energy debt.</p> <p>The WAHP approach continues to demonstrate that offering advice in General Practice is effective in reaching people earlier, tackling inequality and supporting long term change. The Welfare Rights and Money Advice Performance Report 2024/25 was presented to the IJBs FASC in Oct 2025.</p>	<p>25 can be found here Welfare Rights and Money Advice Performance Report 2024-25</p> <p>Welfare Rights - Public Engagement Activity</p>		
<p>Contribute to work with public health colleagues in other HSCPs in the Greater Glasgow and</p>	<p>Develop recommendations from Glasgow Alcohol and Drug Services review</p>	<p>The ADRS Review has concluded, and the staffing and service model were approved at the IJB, which will support delivery of MAT Standards and National Mission Priorities.</p> <p>Full implementation of the MAT standards in community settings has been</p>	<p>Implement the recommendations of the Glasgow Alcohol and Drug Services review</p> <p>An update paper was taken to the IJB in</p>	<p>HSCP</p>	<p>G</p>

<p>Clyde area to reduce reliance on harmful substances.</p>		<p>achieved. Public Health Scotland Report on national benchmarking linked below</p> <p>National benchmarking report on the implementation of the medication assisted treatment (MAT) standards: Scotland 2024/25 - National benchmarking report on implementation of the medication assisted treatment (MAT) standards - Publications - Public Health Scotland</p> <p>The majority of the Review recommendations have been completed, and those outstanding are on track to be completed.</p> <p>A further update can be found here - Implementation of ADRS Review and MAT Standards - Shared Care Model</p> <p>Glasgow City Alcohol and Drug Partnership Prevention and Education Group: annual report 2024-2025 is available on the NHSGGC website.</p>	<p>January 2025 on the ADRS Review and implementation of the MAT Standards IJB Report</p>		
	<p>Implementation of the 10 Medication Assisted Treatment (MAT) Standards</p>	<p>Full implementation of the MAT standards in community settings has been achieved. Public Health Scotland Report on national benchmarking linked below</p> <p>National benchmarking report on the implementation of the medication</p>	<p>Complete</p>	<p>HSCP</p>	<p>G</p>

		assisted treatment (MAT) standards: Scotland 2024/25 - National benchmarking report on implementation of the medication assisted treatment (MAT) standards - Publications - Public Health Scotland			
	Extend the WAND initiative	Mobile Harm Reduction Service now operational, funded by the National Mission, provided by Turning Point Scotland . Two vans moving between locations morning and afternoon, providing WAND. Two Accuveins purchased by ADP to support harm reduction work by the staff.	Complete Steering group meets 8 weekly with Alcohol and Drug Partnership (ADP) and Glasgow Alcohol and Drug Services (GADRS) representation	HSCP	G
	Continue tobacco smoking cessation service	Glasgow City Community Quit Your Way Service: Smoke Free App: "carrying out a test of change for the 'Smoke Free App' to trial the use and effectiveness with Glasgow City. This provides free access to support via the app which might appeal to some clients due to the 24/7 access to advice and support."	Ongoing as Business as Usual. Deliver protection programmes to reduce uptake, exposure and cessation services for tobacco smoking.	HSCP	G
Commitment 2. Work with service users and their carers to identify their needs and desired outcomes and empower them to make informed decisions about the lives they live and supports they choose to receive.					
Action	Milestones (current)	Progress & Impact	Planned Activity / Route to Green	Lead Service	RAG

<p>Implement 'navigation hubs' to support patients seeking access to urgent / unscheduled care.</p>	<p>Promote alternatives to A&E</p>	<p>Board-wide and local programmes to identify most appropriate service for people to call or attend. Includes information on role of community pharmacy / Opticians and other community services</p>	<p>Use NHS24 as a mechanism to access GP Out of Hours, triage and direction to minor injuries, community pharmacy and other alternatives to Accident & Emergency</p>	<p>HSCP</p>	<p>G</p>
<p>Identify opportunities to improve the HSCP's Self-Directed Support (SDS) SW policies, processes and procedures to increase the effectiveness of SDS in empowering individuals to have a greater say and greater control in the services they access to meet their personal outcomes.</p>	<p>Further develop Self Directed Support</p>	<p>Glasgow City Council Personalisation and Self-directed Support (SDS) Practice Guidance for Staff has been updated to take account of the changes to practice, policies, and Scottish Government guidance. A SDS Step-By-Step Guide has also been developed to assist staff in navigating the updated SDS processes and procedures. A SDS Awareness GOLD eLearning Module has also been created for social work staff in Children & Families, Adults & Older People and Carer Services. The aim of the course is to provide information about the Social Care (Self-directed Support) (Scotland) Act 2013 and raise awareness of its purpose, statutory principles, and the range of duties under the Act.</p> <p>A paper was approved by the IJB in September 2024 -linked below. The approach for GC HSCP is prioritising resources for individuals with substantial and critical needs, applying strength-</p>	<p>Identify development opportunities to promote the use and effectiveness of SDS in enabling service users to meet their personal outcomes.</p> <p>The SDS Operational Group will monitor implementation and roll-out of updated guidance and staff training. It will also keep the guidance under review to determine whether any further updates are necessary at a future point.</p> <p>Roll out of the approach began in Oct 2024 and monitoring continues.</p>	<p>HSCP</p>	<p>G</p>

		<p>based assessments, and promoting reablement and independence. It does not involve changes to existing eligibility criteria or policies but aims to improve the application of these criteria and streamline access to social care services.</p> <p>Review of Access to Social Care Support A city-wide Self-directed Support Practitioner Forum facilitates the sharing of best practice, co-ordinated by the SDS Practice Development Lead. The SDS Governance Group oversees SDS practice to ensure compliance with policy and legislation. Further information can be found in the Chief Social Work Officer Annual Report 2024-25.</p>	<p>Continuous focus remains on enhancing workforce skills and improving recording systems to maximise value for service users.</p>		
<p>Support patients and service users to exercise greater control over their support journey</p>	<p>Implement Patient Initiated Follow Up (PIFU)</p>	<p>PIFU has been identified as a central component of the NHS GG&C Board wide Mental Health Strategy. The Strategy has been subject to review and a refreshed Strategy is approved at the Health Board and IJB in September 2023.</p> <p>Several initiatives have been completed and implemented including Patient Initiated Follow Up (PIFU). Mechanics are in place for referrals and services need to improve awareness and encourage uptake.</p>	<p>Complete</p> <p>Continue to improve awareness and encourage uptake.</p>	<p>HSCP</p>	<p>G</p>

		<p>Mental Health Strategy Refresh has gone through public consultation with plans to implement following approval of the outcomes of the engagement by the Board's Corporate management team in 25/26. Full implementation of new pathways will likely move into 26/27.</p> <p>Implementation Next Phase Mental Health Strategy Enhancing Community Services</p> <p>Next Steps in Implementing Mental Health Strategy - Enhancing Community Services and Community Engagement</p>			
<p>Explore options with our partners to identify training and development opportunities that would support our staff to support people across the city to make informed decisions about their care and support.</p>	<p>Develop further Partnership Working</p>	<p>Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.</p> <p>The HSCP is engaged in a tests of change programme to develop and increase the use of Technology Enabled Care and Support.</p> <p>Resource materials have been co-produced (including with Glasgow Disability Alliance) such as an 'easy read' information booklet and two short videos that explained the social work and TECS assessment processes.</p>	<p>Work will continue to 'grow' and develop those TECs and responder services to ensure people have the opportunity to benefit from those solutions, where appropriate.</p> <p>The HSCP will be undertaking an ongoing programme of awareness raising and training with our staff to ensure they are informed and confident</p>	HSCP	G

		<p>MH and Disabilities Commissioning both have live test of change programmes in place for two newly commissioned supported living services across the Glasgow. MH Commissioning have a test of change of across 2 SAMH supported accommodation testing the introduction of TEC: Wayforward is service delivering individual support across 25 flats – these are dispersed across the 3 locations in the City. Broomhill, Maryhill and Govan. From this service 8 people have been identified as requiring TEC to enhance support; St Peter's, Partick service – is 7 flats with office base in block will be the next phase.</p> <p>Future Purchasing Arrangements to replace the 2019 Framework- Consider TECS being a key component of all future lots, including Children Affected by Disability, decision around this being a requirement or development request for providers to be agreed. NW TECS Project currently suspended pending BM Options appraisal report to consider future of SOL Connect Responder Service. Proposed shift to a TECS first approach to sleepover provision as part of Access to Social Care.</p>	<p>about TECS solutions currently available.</p>		
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		<p>A report was submitted to the IJB outlining the outcome of the annual Technology Enabled Care Services Association (TSA) Quality Standards Framework Maintenance audit of the Community Alarm & Telecare Service, and to present an improvement action plan that has resulted in full compliance and successful reaccreditation.</p> <p>The report, published in January 2026 is available on the HSCP webpage.</p>			
	Implement a trauma informed practice approach	<p>Trauma Informed approaches to service delivery and the rollout of STILT training is included within the commitments of the IJB Workforce Plan (approved in November 2022) and the revised IJB Strategic Plan (approved June 2023). Public Protection, Complex Need, Homelessness and Asylum is well embedded in the delivery of the Trauma Informed Support framework. Service representation clearly defined. Ongoing participation in STILT sessions with recent STILT session delivered to key leaders and the promotion of Trauma Informed Support. Psychologist post attached to CN has delivered staff reflection sessions and offered guidance and support to staff within the CN service, locality and residential Homelessness services and Asylum staff along with purchased services. Delivery</p>	<p>Continue to implement a trauma informed practice approach and rollout of the Scottish Trauma Informed Leadership Training</p> <p>Training dates continue to be available in 2025/26.</p>	HSCP	G

		implementation plan well underway with key Service Management oversight. Also aligned to Homelessness staff within HSCC.			
	End-of-Life Aid Skills for Everyone	<p>Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.</p> <p>Learning & Development currently work with various partners to provide development and advanced qualifications - The Thistle Foundation to deliver strengths-based training to support the Maximising Independence agenda. Stirling University Postgraduate qualification available to staff in Child Protection, AFKAS (association of fostering, kinship and adoption Scotland) enable staff to support in planning children's futures and Strathclyde University for the Postgraduate Mental Health Officer qualification is available for Social Workers.</p>	Explore access to training provided by the Prince and Princess of Wales Hospice on End-of-Life Aid Skills for Everyone.	HSCP	A
Strengthen early support and intervention for children and young people in line with the aspirations of The Promise	Whole Family Wellbeing Fund	<p>Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.</p> <p>The Whole Family Wellbeing Fund in Primary Care (WFWF PC) programme is embedded in twelve Deep End Practices across Glasgow City. The enhanced</p>	Continued investment in the Whole Family Wellbeing Fund will be critical in securing more effective family support for children and young people and supporting the	HSCP	G

<p>and ensure they are key partners in deciding upon the support they want and need</p>		<p>elements included as part of the programme are:</p> <ul style="list-style-type: none"> • Family Finance Advisors (FFA) will work with families to support with financial capability. • Family Wellbeing Workers (FWW) embedded into the Multi-Disciplinary Team, sitting alongside the Community Link Worker programme. • Thrive Under 5 (Tu5) - FWWs support families to access food pantry shops and/or meal packs within their local areas, including providing vouchers for cooking utensils • Community Grants Fund – supporting organisations to apply for funding to further enhance family activities available. • Youth Health Service - Additional staff capacity provided through this programme will support with an increase in referrals to the service from FWWs. 	<p>implementation of the Universal Pathway.</p> <p>The primary care pilot programme will test ways of strengthening more integrated support for patients with family complexity affecting their primary care presentations within deprived practices. Full details can be found on the HSCP website and in the paper approved by the IJB in January 2025</p>		
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		<ul style="list-style-type: none"> Specialist Trauma Support Services <p>Whole Family Wellbeing Fund Chief Social Work Officer Annual Report 2024-25.</p> <p>A report for 2024/25 was presented to the IJB in November 2025.</p>			
Continue the development and delivery of Earlier Intervention Family Support Services.	Promote comprehensive family support services.	<p>Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.</p> <p>The Glasgow Family Support Strategy for 2024-2030 was approved by the IJB at its meeting in May 2025 and the strategy was published in June 2025.</p>	<p>Continue to implement the Family Support Strategy for 2024-2030</p> <p>Family Support Strategy</p>	HSCP	G
Work to promote safe access for women to healthcare facilities that provide abortion services, and support the case for legislative action to introduce buffer zones.	Develop and deliver an accessible, patient-centred, equitable, centralised abortion care service across Greater Glasgow and Clyde.	<p>Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.</p>	<p>Develop and deliver an accessible, patient-centred, equitable, centralised abortion care service across Greater Glasgow and Clyde.</p> <p>Currently there is legislation going through Parliament regarding the introduction of buffer</p>	HSCP	G

			<p>zones Introduced Scottish Parliament Website Updates will follow national guidance.</p> <p>The Abortion Services (Safe Access Zones) (Scotland) Bill was passed through the Scottish Parliament in June 2024 and became an Act in July 2024.</p>		
<p>Commitment 3. Support people to live safely at home for as long as possible and continue the move away from traditional service delivery models to those which enable people to access services and supports in their local communities</p>					
Action	Milestones (current)	Progress & Impact	Planned Activity / Route to Green	Lead Service	RAG
<p>Continue our maximising independence work, work with disability organisations, and embed human rights in social care policy and practice.</p>	<p>Review approach to access to social care support</p>	<p>Engagement activity has been undertaken with external partners GCIL, GCVS and Glasgow Disability Alliance to discuss the approach to accessing services to ensure a more fair and equitable means to provide services within the resources available to the HSCP.</p> <p>A paper was approved by the IJB in September 2024 -linked below. The approach for GC HSCP is prioritising resources for individuals with substantial and critical needs, applying strength-</p>	<p>Revised approach to accessing services to be presented to the IJB for approval.</p> <p>Further engagement with stakeholders to support implementation of the approach, raise awareness and ensure staff are supported to work with individuals to assess need and</p>	<p>HSCP</p>	<p>G</p>

		<p>based assessments, and promoting reablement and independence. It does not involve changes to existing eligibility criteria or policies but aims to improve the application of these criteria and streamline access to social care services. Review of Access to Social Care Support</p> <p>A city-wide Self-directed Support Practitioner Forum facilitates the sharing of best practice, co-ordinated by the SDS Practice Development Lead. The SDS Governance Group oversees SDS practice to ensure compliance with policy and legislation.</p> <p>Further information can be found in the Chief Social Work Officer Annual Report 2024-25.</p>	<p>identify/access appropriate supports.</p> <p>Approach began October 2024. Monitoring ongoing.</p>		
Continue to expand the access to and use of technology-based supports to enable people to live independently in their own homes with supports appropriate to their needs.	Move away from analogue telecare platforms	The transition from analogue to digital technology is in its final stages, marking a significant milestone in modernising the service. Glasgow City HSCP has already switched 3,250 service users to digital telecare units, ensuring improved connectivity, signal reliability, and response times. The transition process is being conducted through a new digital Alarm Receiving Centre (ARC) platform, in conjunction with upgraded digital equipment.	<p>Complete the programme to switch the technology used by recipients of technology enabled care services from analogue to digital telecare platforms</p> <p>Full A2D transformation target is end of 2026.</p>	HSCP	G
	Further use of Technology	MH and Disabilities Commissioning both have live test of change programmes in	Integration of the consideration of	HSCP	G

	<p>Enabled Care and Support</p>	<p>place for two newly commissioned supported living services across the Glasgow. MH Commissioning have a test of change of across 2 SAMH supported accommodation testing the introduction of TEC: Wayforward is service delivering individual support across 25 flats – these are dispersed across the 3 locations in the City. Broomhill, Maryhill and Govan. From this service 8 people have been identified as requiring TEC to enhance support; St Peter's, Partick service – is 7 flats with office base in block will be the next phase.</p> <p>Future Purchasing Arrangements to replace the 2019 Framework- Consider TECS being a key component of all future lots, including Children Affected by Disability, decision around this being a requirement or development request for providers to be agreed. NW TECS Project currently suspended pending BM Options appraisal report to consider future of SOL Connect Responder Service. Proposed shift to a TECS first approach to sleepover provision as part of Access to Social Care.</p> <p>A report was submitted to the IJB outlining the outcome of the annual</p>	<p>Technology Enabled Care and Support (TECS) as a core element of the assessment process</p>		
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		<p>Technology Enabled Care Services Association (TSA) Quality Standards Framework Maintenance audit of the Community Alarm & Telecare Service, and to present an improvement action plan that has resulted in full compliance and successful reaccreditation.</p> <p>The report, published in January 2026 is available on the HSCP webpage.</p>			
<p>Focus on a range of initiatives to reduce delayed discharges by removing barriers to patients leaving acute settings who are fit to return to their communities with the appropriate supports in place.</p>	<p>Reduce Delayed Discharges</p>	<p>Intermediate Care services within GCHSCP have continued improving existing discharge pathways, reducing delays, and supporting patient-centred rehabilitation. As an essential component of the health and social care system, Intermediate Care provides transitional support between hospital and home location.</p> <p>Improvements include:</p> <ul style="list-style-type: none"> • a shift towards planned discharges, ensuring that individuals are transferred from hospital to Intermediate Care with clear discharge goals and a structured rehabilitation pathway. • closer collaboration with hospital-based discharge teams and acute sector colleagues, ensuring that key elements such as medications, 	<p>Joint planning with partners across Greater Glasgow and Clyde to sustainably reduce delays in discharging people from acute settings through targeting resources to key high volume.</p> <p>Participation in Test of Change at QEUH, and renewed focus to implement Choices Protocol where families may delay discharge planning due to lack of availability in Care Home of choice</p> <p>The HSCP Chief Officer is leading a whole</p>	<p>HSCP</p>	<p>G</p>

		<p>transport, and placement coordination are addressed in advance, mitigating last-minute delays.</p> <ul style="list-style-type: none"> • the expansion of the Discharge to Assess (D2A) model, ensuring that individuals who no longer require hospital care but need additional assessment time can transition to Intermediate Care settings quickly and safely. • Hospital at Home Service commenced 27th January • Call Before you convey service, providing support to care homes at weekends and public holidays. <p>Further improvements have been made in commissioning arrangements and care home engagement, tackling one of the most persistent barriers to timely discharge. Focus on reducing AWI delayed discharges.</p> <p>Hospital at Home and Call Before You Convey – Progress Report - May 2025</p> <p>Hospital at Home and Call Before You Convey – Progress Report – Nov 2025</p>	<p>system improvement programme inclusive of Acute Sector Directors, Health Board Director of Flow and Scottish Government representatives, focused on reducing the relatively high number of AWI-related delays in the city. Activity includes commissioning the Red Cross to support more discharges home and additional legal capacity to monitor and enable private guardianship applications.</p>		
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<p>Support people to live safely and independently at home and continue the move away from traditional service delivery models to those which enable people to access services and supports in their local communities as active members of their communities.</p>	<p>Reduce Delayed Discharges</p>	<p>Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.</p> <p>A significant development in 2024/25 has been the expansion of the Discharge to Assess (D2A) model, ensuring that individuals who no longer require hospital care but need additional assessment time can transition to Intermediate Care settings quickly and safely. This has been supported by daily Intermediate Care huddles, where multidisciplinary teams review patient progress, identify barriers to discharge, and take action to expedite transitions. This proactive approach has improved service efficiency and ensured that Intermediate Care remains a fluid and responsive service</p> <p>The development of an Improvement programme working across Demand / Activity / Capacity & Queue to improve overall performance, reduce length of stay, and increase availability of beds by reducing delays.</p> <p>Hospital at Home – the original service was subject to a review and re focus in November 2024 and will be replaced by a new community led services that will deliver against both the aims of the</p>	<p>Continue implementation and review of the Discharge to assess process, using care home placements to undertake patient assessment outwith acute settings.</p> <p>Develop Additional Referral Pathways and Interventions - Additional Hospital at Home pathways / Call before you Convey / enhanced support to Care Homes. Approval sought from IJB May 2025. Updates provided regularly including in Nov 2025 Hospital at Home and Call Before You Convey – Progress Report – Nov 2025</p> <p>Continue the use of Intermediate Care & Discharge to Assess, and collaboration with HSCP owned</p>	<p>HSCP</p>	<p>G</p>
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		<p>original Hospital @ Home and Glasgow's Care Home Call Before You Convey test-of change from Winter 2024. A paper is due for consideration of the IJB in May 2025, paper not available at this time.</p> <p>Hospital at Home Model</p> <p>Throughout 24/25, Intermediate Care services within GCHSCP have continued improving existing discharge pathways, reducing delays, and supporting patient-centred rehabilitation. As an essential component of the health and social care system, Intermediate Care provides a transitional support between hospital and their home location, which allows individuals to recover, regain independence, or transition into long-term care settings.</p> <p>This year has seen notable progress in addressing delayed discharges, increasing service efficiency, and improving patient experience. While demand for Intermediate Care remains high, strategic developments have contributed to more structured discharge planning, improved integration with hospital discharge teams, and enhanced engagement with care homes, families, and social care services.</p>	<p>residential beds to improve pathways and reduce delays.</p>		
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		<p>A weekly multi-disciplinary meeting was introduced, bringing together homelessness services, social care, addictions, and complex needs teams to coordinate a holistic approach to discharge planning. This has enabled more effective transitions, ensuring that individuals have access to both appropriate care and stable accommodation.</p> <p>Hospital at Home and Call Before You Convey – Progress Report – Nov 2025</p>			
Support people to live safely and independently at home and continue the move away from traditional service delivery models to those which enable people to access services and supports in their local communities as active members	Reduce Delayed Discharges	<p>A working group has been established with membership from across the partnership, communities, housing and commissioning to reduce delays and barriers to home environments/communities for patients requiring environmental cleans, and ensure appropriate support is in place.</p> <p>The HSCP does facilitate weekend discharges to home care, intermediate care and care homes. Numbers remain modest but dialogue remains ongoing with Acute colleagues to increase referrals for weekend discharge.</p>	<p>Implement a 7-day discharge model, supporting acute planning to deliver 7-day discharge and including 7-day admission and discharge within intermediate care home placements.</p> <p>Aim for a shift from patients being delayed by identifying a planned day of discharge to support actions underway.</p>	HSCP	A

of their communities.		A whole system approach is required to enable a successful 7 day discharge model.	<p>The HSCP does facilitate weekend discharges to home care, intermediate care and care homes. Numbers remain modest but dialogue remains ongoing with Acute colleagues to increase referrals for weekend discharge.</p> <p>The systematisation of Planned Discharge Date remains a strategic priority for both the Scottish Government and NHSGGC Board. However, this has not been achieved. The HSCP is supportive of PDD and will continue to support Acute in its efforts towards implementation.</p>		
Support people to live safely and independently	Reduce Delayed Discharges	GCHSCP South Locality teams have been running an innovative service that supports and improves patients' health and wellbeing while keeping them in their	Review and development of referral pathways; Planning for test of electronic	HSCP	G

<p>at home and continue the move away from traditional service delivery models to those which enable people to access services and supports in their local communities as active members of their communities.</p>		<p>own homes for longer and reducing the need to be admitted to hospital.</p> <p>Implementation of Zebra printers – Positive staff survey / reduced time travelling / reduced risk of invalid samples due to timing</p> <p>Development of Referral pathways – SAS / AAU – Increasing referrals from both pathways evidenced by patient data, case studies to support further development</p> <p>Scale up to Total South and all NW GPs feeding into QE – All GPs now on line to refer from defined postcode / practices – evidence of GP referrals which will be further enhanced through implementation of communication strategy, including production of info video to support GP referral (in production)</p> <p>Implementation of QR code to support GP referral – Established to promote ease of referral and ensure patients meet criteria – reduced level of declined referral</p> <p>Implementation of IV anti-biotic protocol – Established and provided as part of business as usual interventions – evidence of level of intervention increasing from clinical review</p>	<p>prescribing; Planning for implementation of digital nursing notes; Repeat patient and referrer qualitative surveys – previous responses showing high level of satisfaction; Explore potential for further use of point of care or digital options to support clinical care; Revisit overall communications strategy to support referrals and liaison with patients and families</p>		
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		<p>Implementation of blood transfusion protocol – Established and cases commenced to utilise pathway</p> <p>Increase to 15 bed capacity – Established – regularly retained at 15 beds. Moving towards increase to 20 bed capacity based on staffing capacity / availability of senior decision makers</p> <p>Establishment of framework for scale up – workforce / financial and outline implementation plan – approved by CMT – Framework established – awaiting decisions around recurrent funding and increased funding to enable development to system wide level</p>			
Support people to live safely and independently at home and continue the move away from traditional service delivery models to those which enable people to access services and supports in their local communities as active members	Progress strategy to focus on importance of mental well-being in recovery from pandemic	<p>An overall update of all Health Improvement Activity can be found in the HI Annual Report linked below. Health Improvement Annual Report 2024-25</p> <p>As part of the recommendations from the Socially Connected Glasgow Strategy, including one related to charitable funding arrangements a newly refreshed Funders in Glasgow Forum has been established. Membership consists of a number of national, local and Glasgow funders with the aim to work collectively together to maximise impact and reduce duplication of services across the city.</p>	Support the implementation of the “A Socially Connected Glasgow” strategy	HSCP	G

of their communities.					
Commitment 4. Work in partnership with communities and other services to ensure that people, particularly the most vulnerable, are kept safe from harm and that risks are identified, reduced and managed appropriately.					
Action	Milestones (current)	Progress & Impact	Planned Activity / Route to Green	Lead Service	RAG
Review provision of emergency accommodation for homeless households leaving hospital.	Progress work to reduce homelessness	<u>Review of emergency accommodation complete</u>	To ensure access to accommodation that meet people's needs and minimises delayed discharge for homeless households.	HSCP	G
Progress initiatives that prevent and reduce the risk of homelessness	Progress work to reduce homelessness	GCHSCP's Homelessness Services, have continued to fund the Private Rented Sector (PRS) Hub. The PRS Hub have developed strong and effective working relationships with partner organisations to support tenants in the PRS, particularly families with children, many of whom are living in poverty due to the impact of welfare reform. The Hub has played a key role in the prevention of homelessness which is the focus of the RRTP. The HSCP's Homelessness Service has also developed three Prevention and Resettlement Hubs with 12 housing associations. Through this joint working with housing associations we to continue to improve joint working and the early	Improve access to housing support for households at risk of homelessness and households within private rented accommodation. The Council will continue to improve online housing and homelessness advice and information to allow citizens to make informed decisions regarding their housing options.	HSCP	G

		<p>identification of households at risk of homelessness in order that appropriate community-based services can be put in place that will assist people to sustain their tenancies.</p> <p>Glasgow City HSCP 10 Year Temporary Accommodation Strategy Update was presented to the IJB January 2026.</p>			
	Progress work to reduce homelessness	<p>A scoping exercise was undertaken on the feasibility of developing a Flexible Homelessness Prevention Budget. Following the scoping exercise it was agreed to delay the development of any pilot until 2025/26 until the Scottish Government has published their plans for Homelessness Prevention funding aligned to Housing (Scotland) Bill 2024 and the new homelessness prevention duties. Delaying the development of any flexible prevention budget will allow the HSCP to determine if the approach aligns with the Scottish Government's revised approach to homelessness prevention activities. In addition, the delay will allow the HSCP to assess if there will be the budget to seek Scottish Government funding for any pilot.</p> <p>Applications for help with rent arrears through the Tenant Hardship Fund have been reopened. Working directly with Housing Associations, The Scottish Government funding will help to sustain</p>	Development and implementation of the Flexible Homelessness Prevention Fund.	HSCP	A

		tenancies for people at risk of homelessness where the rent arrears have occurred due to financial hardship.			
	Progress work to reduce homelessness	Following the successful pilot of the Rapid Rehousing Fund we have mainlined the approach through Scottish Government RRTP funding. The purpose of this funds to allow quicker move on from bed and breakfast accommodation for single person households who often must wait for a Scottish Welfare Fund (SWF) award prior to moving into their settled let. The fund will be available to support the purchasing of items such as small, portable cookers, fold down beds etc. which will allow individuals to move into their tenancies whilst awaiting their SWF award which takes an average of 25 days.	Continue to provide funding that can be used flexibly to support small scale grants to people at risk of homelessness in order to sustain their existing accommodation.	HSCP	G
	Progress work to reduce homelessness	The new housing support service Wayfinder became operational in August 2025. Wayfinder services will provide advice and practical assistance to people at risk of homelessness or as they seek to secure a settled tenancy in the community.	Continue to work with Wayfinder providers to extend the support to housing association tenants at risk of homelessness	HSCP	G
Support the Glasgow Alliance to End Homelessness	Progress work to reduce homelessness	Given the increased demand on Homelessness Services, largely resulting from the streamlined asylum decision making process, Glasgow City Health	Following the review of the Temporary Accommodation Strategy in 2024/25 the	HSCP	R

and their work to improve homelessness services in Glasgow, support Housing First as a model and reduce use of temporary accommodation.

*Note from HSCP regarding the original action agreed - The Alliance to End Homelessness is no longer an entity as it unfortunately did not achieve the objectives originally hoped for. Coming from this was the "All in for Glasgow" approach which subsequently developed the Wayfinder

and Social Care Partnership has been required to rapidly increase its use of temporary accommodation. None the less, Glasgow continues to prioritise prevention strategies with a noted 9% reduction in applications in 25/26. This is achieved through Housing Options assessments delivered via Health & Social Care Connect and Community Homeless Teams. It is envisaged that a new digital framework within HSCC, introduced in August 25, will also assist with prevention.

Homelessness Service are working with colleagues in Neighbourhoods, Regeneration and Sustainability (NRS) to identify vacant properties within the city which can be used as temporary accommodation to ensure the HSCP continues to meet its statutory duties. In the short term, Homelessness Services have increased the provision of bed and breakfast/hotel accommodation households in this type of accommodation.

[Glasgow's Housing Emergency](#)

[Glasgow City HSCP 10 Year Temporary Accommodation Strategy Update](#) was presented to the IJB January 2026.

HSCP will now work with stakeholders to implement the revised strategy. Implementation of the strategy will see a transformation in the delivery of homeless temporary accommodation. The strategy will be due to be approved by the IJB in Summer 2026.

We continue to work with colleagues in the RSL sector to extend the number of people accommodated in permanent tenancies with Housing First support.

<p>Model of Housing support which includes Housing First tenancies. Planning for phase 2 is now underway to look at purchased Homelessness supported accommodation.</p>					
<p>Implementation of Glasgow City IJB's first Domestic Abuse Strategy.</p>	<p>Support victims of domestic violence</p>	<p>The Domestic Abuse Strategy was approved by the IJB in March 2023.</p> <p>Safe & Together training has been delivered to Children and Families teams (south), and to selected staff from all services in Glasgow. Over 300 staff members from across the city received online half-day overview training, including staff attending the city-wide MARAC, and all grades of staff from Justice services, NORM, ADRS, Police, Police Custody Health Care, Homelessness services, Adult services, Older People services, Children's services. 75 places were offered specifically to South Children Services for the 4-day core training. These places</p>	<p>Implementation complete</p>	<p>HSCP</p>	<p>G</p>

		<p>were extended to Justice services in South, NORM and the Caledonian team making 101 in all. There was also manager training (3 days) that was largely made up of south managers in different parts of the service either child protection or with a significant interface with child protection – 40 places in all.</p> <p>Adult services and Older People’s services planned a series of domestic abuse awareness briefing sessions for staff. Around 300 members of staff signed up to attend. The briefings offer an understanding of the Domestic Abuse Strategy and aim to support staff in improving their responses to people who suffer domestic abuse by discussing all available and suitable domestic abuse trainings. Through these briefings, staff are afforded time for reflection and discussion around the issues raised and their own opinions and experiences.</p>			
	Support victims of domestic violence	Review of the Gender Based Violence (GBV) service and role of the GBV workers in each locality to improve effectiveness of support provided to their service users. New ADRS Skill mix model approved September 2024	New skill mix model approved by IJB September 2024	HSCP	

<p>Support local and national efforts and a public health, evidence based approach to tackling drug deaths.</p>	<p>Support the Scottish Government's ambition to enable the consistent delivery of safe, accessible, high-quality drug treatment and deliver initiatives and priorities to tackle the harm caused by alcohol and drugs in the city.</p>	<p>The Safe Drug Consumption Facility is situated in Hunter Street Health and Social Care Centre and is well known to the target population and key partners. It opened in January 13th 2025.</p> <p>Since opening to end of April 2025, The Thistle has been used 2731 times by 461 individuals.</p> <p>Nursing staff within the Using Space have supervised more than 4767 injecting episodes, with people injecting cocaine, heroin or both. There have been 60 medical emergencies with which staff have been able to respond.</p> <p>February 2025 update to the IJB The Thistle - Service Data https://glasgowcity.hscp.scot/news/thistle-exceeds-expectation-latest-figures-provided</p> <p>Home Office Licence has been approved for a Drug Checking Service to be established in Hunter Street Health and Care Centre, introducing a new harm reduction service to Glasgow City. Drug checking is a confidential and discreet service where a small drug sample may be handed in for testing and following analysis trained staff will provide harm reduction advice and support to</p>	<p>Evaluation and community engagement ongoing.</p> <p>The Thistle - Safer Drug Consumption Facility - Engagement Update to IJB Public Engagement Committee</p> <p>Secure final funding from Scottish Government/Corra to procure necessary equipment.</p>	<p>HSCP</p>	<p>G</p>
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		individuals, based on test results. The service aims to reduce individual level harm but also provide drug trend information to inform early warning systems and reduce population level harms.	Work with the national laboratory to finalise pathways.		
Recognise gambling harms as a public health issue.	Provide the information and supports required to those who are experiencing or are at risk of experiencing harm in our city to ensure protection from harm	GCHSCP Health Improvement in partnership with Public Health Scotland commissioned a Glasgow-based creative arts organisation to co-create a collection of fully anonymised composite stories and posters that reflect the realities and experiences of gambling exposure, participation, risks and harms for people in Glasgow. These stories are based on real people's stories and have been told by people with lived experience of gambling harms and aim to raise awareness and tackle stigma. The resource is entitled; and available here Whats at Stake: Glasgow's Stories of Harms and Recovery	Continue to work with colleagues and partners to explore the impact of online harms and young people's digital life on their health and wellbeing outcomes.	HSCP	G
Commitment 5. Work to promote safe and equitable access to the right services in the right place at the right time for all with particular awareness of the needs of protected or marginalised communities					
Action	Milestones (current)	Progress & Impact	Planned Activity / Route to Green	Lead Service	RAG
Connect people and those they care for to the right supports, in the right place and	Embed Health and Social Care Connect service	Phase 1 of Health and Social Care Connect was launched in November 2022, including the following social work services: Children and families, Homelessness and adults and older people.	Monitor and review the Health and Social Care Connect service	HSCP	G

<p>at the right time through more straightforward and timely signposting and information for those looking for support within their communities.</p>		<p>The introduction of the Support Enquiry in front of online referral form is now up and running for Adults and Older People with improvements to the online form encouraging the public and professionals to use.</p> <p>The message on the IVR system has been updated in line with the Support Enquiry aiming to Maximise Independence and encourage the use of 3rd sector services and community resources.</p> <p>Information for new HSCC Web site is under way across care groups. A review of the resource directory info will be included in the ALISS directory which is currently being developed.</p> <p>The Proportionate Assessment tool used in AOP and OT has been reviewed and improved in line with MI language</p>			
	<p>Launch Alcohol and Drug Recovery Services</p>	<p>A pathway has been developed for Health and Social Care Connect and Glasgow Alcohol and Drug Recovery Services (GADRS), and regular liaison meetings are established. People referred to the HSCP for alcohol and/or drug issues will continue to be referred</p>	<p>A review of Health and Social Care Connect will progress discussions on expansion to include a range of health services as a first point of</p>	<p>HSCP</p>	<p>G</p>

		<p>directly to ADRS as a treatment service and MAT Standards require a same day response. HSCC staff have been trained in harm reduction to address immediate risk.</p> <p>Launch of HSCC for Alcohol and Drug Recovery Services and some community services is not proceeding as MAT standards require same day response from GADRS.</p> <p>Expansion of Health and Social Care Connect to move to an integrated service will include consideration of ADRS service provision</p>	<p>contact. This will include Alcohol and Drug Recovery Services for consideration. In the meantime, ADRS continue to operate same day screening and treatment response where indicated, alongside outreach work to engage individuals and mitigate risk. Individuals are linked to relevant HSCP, third sector and recovery supports timeously through outreach services and treatment and care reviews.</p>		
Commitment 6. Ensure that Glasgow’s carers, including young carers, foster carers and kinship carers are supported to provide the best possible care, and achieve the health, wellbeing and financial stability that enables them to reach their full potential					
Action	Milestones (current)	Progress & Impact	Planned Activity / Route to Green	Lead Service	RAG
Continue to give voice to those with lived experience of being and unpaid carer by ensuing young	Continue to support carers	An HSCP officer with a primary role in supporting and advocating for the interests of carers has been identified as a non-voting Member of the IJB and Member of the Public Engagement Committee.	Support carer representation on the Integration Joint Board and Public Engagement Committee	HSCP	G

<p>carers voices are being heard within health and social care decision making structures.</p>		<p>In May 2025 the IJB approved an approach to Stakeholder Recruitment including those representing Carers. Recruitment continued thereafter and new stakeholders have joined the IJB and its Public Engagement Committee to provide lived experience of carers and service users.</p>			
<p>Develop a package of funding supplements and benefits access that assists children and young people to be sustained within their extended families and school community.</p>	<p>Continue to support carers</p>	<p>In November 2023 the IJB approved the Scottish Recommended Allowances for kinship and fostering services as agreed by COSLA and the Scottish Government seeking IJB agreement to implement the payment of the proposed allowances backdated to 1st April 2023.</p>	<p>Kinship carers allowance package</p>	<p>HSCP</p>	<p>G</p>

GRAND CHALLENGE ONE:

Reduce poverty and inequality in our communities

MISSION 4: Support Glasgow to be a city that is active and culturally vibrant

Continue to re-open agreed council-owned venues.

Action	Milestones (Current)	Progress and Impact	Planned Activity 2026 Route to Green	Lead Service	RAG
Re-open agreed council owned venues	Operational delivery – 2026/27	<p>Glasgow Life operates a total of 100 venues and outdoor facilities on behalf of Glasgow City Council, which includes one Head Office and venues that are currently closed (Cardonald Library, Scotstoun Outdoor Hall and Whitehill Pool (Reinforced Autoclaved Aerated Concrete (RAAC); Ruchill Community Centre (insufficient funds for required remedial works); and Langside Library and the People’s Palace (Refurbishment)).</p> <p>Funding has been secured for the remedial works to Cardonald Library.</p> <p>Recommendations for the future of Ruchill Community Centre were approved by the City Administration Committee on 22 May 2025.</p>	<p>Officers from GCC and Glasgow Life are engaging with the ‘Save the Whitehill Campaign Group’ to develop a detailed options appraisal for Whitehill Pool.</p> <p>A project plan is being developed for Cardonald Library works.</p>	Glasgow Life	
Support the People make Glasgow Communities programme	Operational delivery 2026/27	<p>Since its launch in February 2021, Glasgow City Council’s People Make Glasgow Communities (PMGC) programme has received 850 expressions of interests, with 282 relating to Glasgow Life managed venues.</p>	<p>Glasgow Life will continue to work with Glasgow City Council, local groups, and interested bodies engaged in the programme, as well as</p>	Glasgow Life	

		<p>Of the 282 Glasgow Life expressions of interest, 44 enquiries are active and progressing through the People Make Glasgow Programme process. There are 9 Licence to Occupy agreements in place. 5 aligned to Sports venues, 1 Public Hall and 3 Community Centres.</p> <p>There are 5 venues under long-term lease arrangements through the PMGC process including Barlia Sports Centre, Bluevale and Geoff Shaw Community Centres, Linn Park Adventure Playground, Nethercraigs Sports Pavilion and Springburn Pitch & Pavilion.</p> <p>While not part of the PMGC process, Possilpoint Community Centre has successfully transferred to a 3rd Party via the Community Asset Transfer process in December 2025.</p>	<p>assisting with any new expressions of interest. Glasgow Life will continue to build the capacity and support of Licensee's to operate their venues under Licence to Occupy while they enter negotiations on their long-term lease to complete the PMGC programme with Glasgow City Council. These being</p> <ul style="list-style-type: none"> • Easterhouse Sports Centre • Greenfield Football Centre • Peterson Park • Peterson Park Pitches • Garrowhill Community Centre • Balgrayhill Community Centre • Woodside Halls <p>Glasgow Life will continue to work with Glasgow City Council's People Make Glasgow Communities Programme Team and the third sector organisations progressing through to Glasgow Life venue exit and handover:</p>		
Support the delivery of a	Tender Return Due April 2026	Tender information has been submitted to CBC Glasgow with return due in April 2026.	Public Engagement will continue as part of formal	Glasgow Life	

<p>new Baillieston Community Hub</p>	<p>New Pedestrian Crossings mid-2027</p> <p>Building Warrant application Stage 1 of 4 submitted</p> <p>Billing & Tender activities programmed for Q2 2026</p>	<p>Construction is planned from mid-2026 to October 2027 with anticipated opening early 2028.</p> <p>Full planning application submitted April 2025, approval awaited.</p> <p>Design for remainder of park progressing as a sub-project. This will require funding and a separate planning application.</p>	<p>planning application processes. Review of tender returns April 2026.</p> <p>Construction planned to commence mid-2026.</p> <p>Revenue Consequences of Capital are in development and will be discussed with Glasgow City Council.</p>		
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Protect, diversify and enhance Glasgow’s museums, recognising their national importance whilst protecting free entry for city residents and exploring alternative funding models

Action	Milestones (Current)	Progress and Impact	Planned Activity 2026	Lead Service	RAG
<p>Universal free entry to Glasgow Museums</p>	<p>Operational delivery – 2026/27</p>	<p>Glasgow Life’s museums continue to be free to visit and offer facilities such as picnic areas and self-led trails to minimise associated costs.</p> <p>At the end of December 2025 Glasgow Life Museums’ had welcomed over 2.9 million visitors in 2025/26.</p> <p>Glasgow Life Museums’ outreach team support communities, that find it difficult to visit museum</p>	<p>Glasgow Life’s museums will continue to be free to visit during 2026, they continue to offer facilities such as picnic areas, self-led trails and free activities to minimise associated costs.</p> <p>The results of a large scale visitor survey will inform ongoing planning and</p>	<p>Glasgow Life</p>	<p>G</p>

		<p>venues, to access objects from the museum collections.</p> <p>During the year, two travelling displays that celebrated Glasgow's history during Glasgow 850 were displayed in community venues across the city.</p> <p>Alternative funding models and their implications have been considered by Glasgow Life.</p>	<p>ensure services respond to visitor feedback.</p> <p>Glasgow Life will continue to review alternative funding models and agree any next steps with Glasgow City Council.</p>		
<p>Glasgow Life Museums' Audience Development and anti-racist practice.</p>	<p>Operational delivery - 2026/27</p>	<p>Our Shared Cultural Heritage (OSCH) legacy action plan</p> <p>Some actions from the action plan have been incorporated into the ongoing programme, e.g. the Museum Test is used to during the development stages of all new displays. A new school resource has been developed, tested with young people, and is now available online.</p> <p>Redisplay of Glassford family portrait in Kelvingrove Art Gallery and Museum</p> <p>Formerly at the People's Palace, the portrait depicts Tobacco Lord John Glassford and an enslaved child, now the focus of a new digital display reframing the narrative from the child's perspective. Workshops with Glasgow City Council's Anti-Racist Conversations in School group shaped the approach, leading to an in-gallery film featuring a young actor reflecting on the questions his presence raises. The redisplay seeks to provoke discussion on how histories of enslavement, memorialisation, and power</p>	<p>Our Shared Cultural Heritage legacy action plan and projects within Legacies of Slavery and Empire (LSE) project tracker</p> <p>Activities in the OSCH legacy plan and the LSE project tracker will continue to be monitored through the service anti-racism programme meeting, chaired by Head of Museums and Collections.</p> <p>Empowering Curators Programme and wider colleague development</p> <p>Deliver Year 1 of the Art Fund programme, and secure training for wider team</p>	<p>Glasgow Life</p>	

		<p>intersect and influence modern society and was opened to the public in September 2025. (See case study in Appendix 3 for more information)</p> <p>Creation of a Legacies of Slavery and Empire Project Tracker This tracker will monitor progress of a range of activities including Kelvingrove Community Displays and an anti-racist language terminology guide.</p> <p>Empowering Curators Programme and colleague development Glasgow Museums is the only Scottish organisation accepted onto the Art Fund's 3-year Empowering Curators initiative. Colleagues have been supported to join a sector specific development programme on anti-racism and anti-oppression and wider team training is being sought.</p>	<p>Develop and deliver targeted audience activity including:</p> <ul style="list-style-type: none"> - content and opportunities for young people through OSCH legacy action plan, GoMA Youth Group and the formal learning programme - opportunities for older people through the Age Well and Your Museum programmes - Autism Friendly Programming 		
<p>Support the development of Glasgow's Cultural Strategy which will include supporting the consideration of how funding for culture is distributed in the city.</p>					
Action	Milestones (Current)	Progress and Impact	Planned Activity 2026	Lead Service	RAG
Support the delivery of Glasgow's Culture Strategy	Update to WECCE – August 2026	Following the city's adoption of Glasgow's Culture Strategy in March 2024 , Glasgow's Culture Forum has supported the delivery of the Strategy through the implementation of a two year action plan.	An update on the progress of the Culture Strategy action plan will be presented to WECCE in August 2026.	Glasgow Life	G

		<p>To support the action plan in year one, two working groups took forward strategy actions. Working Group 1 focused on Influencing and Partnerships, and Working Group 2 on Advocacy and Engagement.. The group membership includes organisations and cultural freelancers based in Glasgow with freelancers being paid for their commitment to the process.</p> <p>Glasgow's Culture Strategy objectives have been embedded in the planning, development and delivery of the 2026 Commonwealth Games Festival.</p> <p>The Culture Forum and working groups supported events including the Glasgow Film Festival and the People's Palace Pop Up for Glasgow 850 celebrations.</p>	<p>Creative Lives grassroots/voluntary organisations mapping of Canal and Southside Central wards. This activity was designed to give a snapshot understanding of what small scale activity takes place in sample Glasgow wards. Creative Lives have produced a detailed report that will help inform future mapping strategies.</p> <p>The Working Groups have met four times (out of six) to discuss and suggests priorities for delivering the Action Plan. The groups are a mix of organisation representatives and freelance artists from across artforms and sectors. This has been a unique opportunity for detailed discussion on what the arts and culture sector feel should be the next steps in imbedding the Glasgow Culture Strategy at all levels of the city's decision-making processes. The Working</p>		
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			<p>groups are due to submit their final recommendations in Spring 2026.</p> <p>A new Culture Digest for the city will be created, mapping arts and cultural activity, and will be an invaluable source of information for the sector and as an advocacy tool. Activity of the Year Two action plan of the Culture Strategy will take place with a focus on smaller working groups meeting for more intensive work.</p>		
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Support the Working Group for Repatriation and Spoliation which will continue to consider repatriating items in the Glasgow collection.

Action	Milestones (Current)	Progress and Impact	Planned Activity 2026	Lead Service	RAG
Support the Working Group for Repatriation and Spoliation	Regular updates and progress take place through the working group. Partners dictate pace of progress.	<p>Quarterly meetings of the group have taken place, the Terms of Reference was reviewed and updated to include consideration of dispersal from the city's museum collections. Progress on live cases has continued, at the pace of partners and includes:</p> <ul style="list-style-type: none"> - Conversation with Nigerian colleagues in relation to timescales for the physical return of items and potential ongoing loan back to Glasgow for an updated display. - Transfer of ownership paperwork with Lakota has concluded. The transport plan and all 	<p>Quarterly meetings for the Working Group for Repatriation and Spoliation are in the diary for 2026; recommendations will be heard by WECCE and CAC. It is anticipated that the transfer of ownership paperwork with Nigeria will be concluded, subject to this Nigeria's timescales.</p>	Glasgow Life	G

		licenses for returning items to the Lakota is in place.	The Lakota items will leave Glasgow and be returned to the community.		
Continue to promote Glasgow as a world-leading events destination. Develop a new Events Strategy which considers impacts on parks, the community and public spaces.					
Action(s)	Milestones	Progress and Performance	Planned Activity 2026	Lead Service	RAG
Act as strategic lead for the delivery of Glasgow's Event Strategy Action Plan	Ongoing delivery of Action Plan throughout 2026/27	<p>The Events Action Plan 2024 - 2027 supports the delivery of the Glasgow Events Strategy 2035 which was approved by the City Administration Committee in October 2024. Actions have been progressed under three strategic priorities:</p> <p>1. Right events for Glasgow</p> <ul style="list-style-type: none"> • Core criteria for subvention funding has been refreshed. • Worked with Muslim Communities to shape the creation of Glasgow's first civic Iftar to take place in March 2026 to recognise Ramadan, broadening the diversity of the city's events calendar and trialling a new approach to community engagement around event planning. <p>2. Great to do business with</p> <ul style="list-style-type: none"> • Glasgow Event Sector Industry Group (GESIG) has been initiated. • Recruitment of first ever Event Industry and Activation Manager to support and enable a more connected industry and 	<p>Ongoing work in the delivery of the Action Plan includes:</p> <ul style="list-style-type: none"> • Opportunities for advocacy and promotion of Glasgow events and the city as an event destination. • Finalise Business and Resident comms approach. • Mapping city forums to connect and accelerate priorities (issues/ opportunities) related to events. • Industry questionnaire to be initiated to capture feedback, suggestions and progress. • Introduce sustainability practices including a carbon calculator to be used on events. • Undertake a city venues and spaces optimisation review to identify 	Glasgow Life	G

		<p>maximise the positive impacts of events in the city.</p> <ul style="list-style-type: none"> • A Review of customer journey is complete, with a process map to be produced and shared. • A refreshed Business and Resident Engagement approach has been drafted for input. <p>3. Protect today and tomorrow</p> <ul style="list-style-type: none"> • Development of Glasgow Life's Events Sustainability Plan, with action plan underway. • Rationale and use of the Environmental Levy has been added to GCC website and will be communicated to event organisers/ audiences in Glasgow as part of the planning process. 	<p>opportunities to build the future pipeline.</p> <ul style="list-style-type: none"> • Production of an Industry Engagement & Development Plan in collaboration with the Glasgow Events Sector Industry Group (GESIG). 		
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Maximise the impact of the 2023 UCI Cycling World Championships, and Glasgow's year as European Capital of Sport, by increasing participation in sport for marginalised groups, and assessing provision of indoor and outdoor sports facilities, considering how gaps could be filled.

Action	Milestones (Current)	Progress and Impact	Planned Activity 2026	Lead Service	RAG
Develop a Sport Pitch Strategy for Glasgow	City Administration Committee – 26 March 2026	The Sports Pitch Strategy and Action Plan for Glasgow will inform facilities planning for outdoor sport in the city over the next ten years and directly contribute to the delivery of Active Glasgow: the city's Physical Activity and Sport Strategy. The Sports Pitch strategy has been developed by Glasgow Life in partnership with Glasgow City Council (Neighbourhoods,	A report will be presented to the City Administration Committee on 26 March 2026 for approval and adoption by the city.	Glasgow Life	G

		<p>Regeneration and Sustainability and Education Services), Sportscotland and National Governing Bodies, with the input of research consultants, KKP.</p> <p>A report was presented to the Wellbeing, Equalities, Communities, Culture, and Engagement Committee on 13 November 2025.</p>			
Initiate community activation sport opportunities	Operational delivery – 2026/27	<p>A new £550,000 Get Active Glasgow Fund was launched in October 2025 to help boost physical activity and sport across the city.</p> <p>The ‘Get Active Glasgow Fund’ is a two-year co-funding agreement involving Glasgow Life, sportscotland and the London Marathon Foundation. Together, the organisations have formed the ‘Get Active Glasgow’ funding partnership, which commits to improving health through sport and physical activity, particularly among the least active and those facing barriers due to deprivation.</p> <p>Link to fund. https://www.glasgowlife.org.uk/sport/funding/get-active-glasgow-fund</p> <p>The Get Active Glasgow fund has received 58 applications from eligible organisations across Glasgow. Thus far 35 projects have received support totaling £116,897.</p> <p>Key themes highlighted:</p>	Get Active Glasgow is an ongoing, year-round fund. Applications will be reviewed monthly by a funding panel.	Glasgow Life	

		<ul style="list-style-type: none"> •33% of applications involve projects from areas of deprivation. • New contacts have been made in the recovery and homeless community with four projects supported in these areas. •There were 16 organisations, new to Glasgow Life, that have been supported through the fund (46%). •Projects in 16 of the 23 Glasgow City Council wards have already been supported. •Projects with the following primary target areas have been supported: Women & Girls, Deprivation, BAME, Disability, Inactivity, Young People, Recovery, Long Term Health Condition, Community Activities and Older Adults. 			
Use the development of the new Physical Activity and Sport Strategy as a mechanism to explore the options for a free sport provision for the under 16s					
Action	Milestones (Current)	Progress and Impact	Planned Activity 2026	Lead Service	RAG
Support the delivery of Glasgow's Physical Activity and Sport Action Plan	Action Plan – Summer 2026	<p>Glasgow's Physical Activity and Sport Strategy was adopted by the city at the City Administration Committee (CAC) on 27 February 2025.</p> <p>Glasgow Life currently offers a number of existing programmes offering free access to Under 16s:</p> <ul style="list-style-type: none"> • Free family swimming sessions (including ASN) at specific times during school holidays. • Free family indoor court bookings at specific times during school holidays. 	Active Glasgow's key partners are in the final stages of developing the strategy's accompanying action plan. With a key focus on eight key priorities to increase activity and reduce inequality, including enhancing communities/spaces, promoting active travel, ensuring inclusive access, integrating health/social	Glasgow Life	G

		<ul style="list-style-type: none"> • Free ASN school holiday programme in conjunction with Scottish Disability Sport, Disability Sport Glasgow and Active Schools. • Free outdoor tennis court booking at Garrowhill, Maryhill, Drumchapel, Victoria & Knightswood courts at off-peak times of the day. • Free outdoor bowls booking at Kelvingrove during seasonal times. 	<p>care, and supporting educational and workplace health.</p> <p>Progress against the action plan will be reported to the Glasgow Public Health Oversight Board.</p>		
Support sport and physical activity through community sport hubs	<p>Operational delivery – 2026/27</p> <p>Year 4 Plan in development – May 2026</p>	<p>Glasgow’s Community Sport Hubs (CSH) is a legacy programme of the 2014 Commonwealth Games which is jointly funded through a partnership between Glasgow Life and Sportscotland</p> <p>CSH’s are made up of local sports clubs and other community organisations that come together to help people get involved in sport and physical activity across Glasgow</p> <p>Glasgow’s CSH programme aims to change lives through building active communities. Glasgow has an advanced network of CSHs, which are community-led and build participation. In total, the city accounts for about 10% of Scotland’s CSHs.</p> <p>Before the Commonwealth Games in 2012/13, there were three CSHs in Glasgow. These included:</p> <ul style="list-style-type: none"> • 23 clubs with a total of 2,170 members. <p>This number has grown, and the most recent figures for 2022/23 show:</p>	<p>Glasgow's CSH programme aims to align to the emerging priorities identified within Glasgow’s Physical Activity and Sport Strategy, which include:</p> <ul style="list-style-type: none"> • Sport for Health and Wellbeing – Promoting health and wellbeing • Sport for Everyone - Championing Equality, Diversity and Inclusion • Creating Stronger Community Sports Hubs - Promoting Sustainability • Sport for Communities - Fostering Effective Partnerships and 	Glasgow Life	

		<ul style="list-style-type: none"> 18 hubs with 106 clubs and 18,351 members. 	greater community involvement		
Introduce community referrals to encourage wider participation in sport, culture and physical activity programmes and improve collaboration within the health and wellbeing sector.					
Action	Milestones (Current)	Progress and Impact	Planned Activity 2026	Lead Service	RAG
Expand Live Well Community Referral Programme	Expansion to whole city – late 2025 Final evaluation – November 2026	As of 31 December 2025, there have been over 1,500 referrals to the Live Well Community Referral Programme (LWCR), with the main referral reasons being: to increase physical activity, connect with community. The programme was initially expanded from the pilot area to 10 priority areas. Evaluation Partners, Social Value Lab, were appointed in August 2025. An interim evaluation was received in November 2025.	A final evaluation will be received in November 2026. Implement recommendations based on emerging findings.	Glasgow Life	
Protect the vital role of libraries, involving local communities, marginalised groups and campaigners in the future Vision for Glasgow Libraries, including exploring the potential for council libraries to become ‘repair and reuse hubs’, and ‘libraries of things.’					
Action	Milestones (Current)	Progress and Impact	Planned Activity 2026	Lead Service	RAG
Progress the delivery of the action plan to support the Vision for Glasgow Libraries	Operational delivery 2025/26	A refreshed Vision for Glasgow Libraries was adopted by the city in May 2023 and is supported by a two year action plan to 2026. Recent activity has included: The delivery of the Public Libraries Improvement funded, EDI Change Making Leadership & Practice Development programme with seven sessions delivered to 220 participants from	Wee Write, Glasgow’s Book Festival for children and young people, will take place in March 2026, including the Wee Write family day on 7 March 2026. Focus of the Schools programme is to place sessions in local schools and venues to	Glasgow Life	

		<p>Glasgow Life and other authorities/library sectors.</p> <p>A fully Urdu language author event and participatory budgeting session held at Govanhill Library in September 2025.</p> <p>Securing £500 in funding as part of We Make Music Libraries. Funds to be used in the maintenance of donated instruments being brought in as part of an instrument drive. The service will be relaunched in 2026.</p> <p>Chest Heart and Stroke Scotland worked with Glasgow Life to provide free health checks including blood pressure, cholesterol, weight, along with tailored diet and lifestyle advice in the Mitchell Library and Dennistoun Library. Due to the success of the initial sessions the team extended the offer into local communities with planned sessions in Dennistoun, Drumchapel and Castlemilk.</p> <p>As part of the Whole Family Wellbeing Fund, the Connect, Engage, Retain project was scaled up to include an additional 7 libraries (11 in total). The project officer is engaged with community groups and worked with Glasgow Life marketing colleagues to create materials to promote services. Sessions were renamed and times changed to be more accessible/inclusive to local communities. This and targeted marketing</p>	<p>ensure engagement is across local communities. Further develop and expand delivery of ‘Have Your Say’ and ‘Chosen by you’ sessions, which engage local communities and provide them with the opportunity to shape stock and programming in their local library.</p> <p>Updated 2026-28 Vision for Glasgow Libraries action plan currently in development</p> <p>In 2026/27, a strategic review of community venues will be undertaken. The review, which will include a comprehensive public consultation, will ensure that the service is fit for the future, and is affordable in today’s public sector financial landscape. The review would take place in 2026/27 and if agreed, proposals would be implemented from April 2027.</p>		
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		<p>positively impacted participation, with numbers increasing with each new block of sessions.</p> <p>Year 1 of the main Aye Write festival took place in November 2025 with 110 events, 184 authors taking part and 5,490 attendees. Highlights included two of Scotland's iconic writers Irvine Welsh and John Niven in conversation and Del Amitri's Justin Currie discussing his memoir, The Tremolo Diaries.</p>			
Glasgow Life Libraries and Communities health, wellbeing and welfare provision	Operational delivery – 2026/27	<p>Glasgow Life Libraries and Communities continue to offer a wide programme offering support to all citizens, acting as centres of information, guidance and support through:</p> <ul style="list-style-type: none"> • Co-location of services • Family Finance Key Workers • Glasgow Code Learning • Universal Credit Support • Family Support (Early Years & Primary) • English Pathways to Employment <p><i>More information is provided in the case studies in Appendices 4, 5 and 6.</i></p>	Glasgow Life Libraries and Communities will continue to build on its health, wellbeing and welfare programmes and to identify and secure external sources of funding to support the delivery of anti-poverty programmes such as Family Finance Key Workers, Universal Credit Support and Family Support which directly combat the impact of the cost of living crisis.	Glasgow Life	G
Secure investment for the People's Palace and Winter Gardens.					
Action	Milestones (Current)	Progress and Impact	Planned Activity 2026 Route to Green	Lead Service	RAG
Secure investment for the People's	Mid-term review with the	Following approval at CAC on 17 August 2023 , a successful round one application to the National Lottery Heritage Fund (NHLF) secured	The estimated project budget is £35.9 million, £12.5 million of which will be	Glasgow Life	A

<p>Palace and Winter Gardens</p>	<p>NHLF – 17 February 2026 Full NHLF application – end of May 2026</p>	<p>initial development phase funding of £850,000, paving the way to a £6.825 million Stage 2 National Lottery Heritage Fund application. The pledged amount includes National Lottery Heritage Funding and a £500k major pledge from Historic Environment Scotland.</p> <p>In April 2024 the building closed to visitors. The collection was documented, packed and moved to Glasgow Museums Resource Centre and Kelvin Hall to allow surveys and investigative work to take place.</p> <p>The GCC Neighborhood and Regeneration Services (NRS) Professional Consultancy Services Design Team have concluded the concept design stage and are progressing with spatial co-ordination and interface design activities with the wider consultant team, notably the Catering, Retail, Business and Museums Display Designers.</p> <p>Exhibition Designers have been appointed and are working on designs/plans for the galleries.</p>	<p>raised through a fundraising campaign that is engaging prospective funders. So far, £2.7 million has been raised through this campaign and Glasgow Life remains in active discussion with the Scottish Government to explore how they can support the overall funding. Glasgow Life’s most recent major refurbishment project for The Burrell Collection was supported by Glasgow City Council, the National Lottery Heritage Fund, the Scottish and UK Governments and other funders, and Glasgow Life is working towards a similar model for The People’s Palace and Winter Gardens. Development phase work will ensure Glasgow’s diverse communities are represented as the project progresses, inform the next stages of activity, and the overall project timescale to ensure that a robust round 2 application is submitted.</p>		
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			<p>The next major milestone for the project is the mid-term review with the National Lottery Heritage Fund on 17 February 2026. The full application submission is due at the end of May 2026. Community engagement sessions continue with future dates planned with the Access Panel, the Youth Panel and the Community Partners Panel, alongside meetings with individual community groups. A Marketing Strategy is being developed for March 2026.</p>		
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Provide diverse, accessible and enjoyable volunteering opportunities

Action	Milestones (Current)	Progress and Impact	Planned Activity 2026	Lead Service	RAG
Glasgow Life's contribution to meeting the city's ambitions for volunteering	Operational delivery – 2026/27	<p>Delivered the Glasgow Life Volunteering Action Plan to support the Glasgow Life Volunteering Strategy 2023-26, delivering a menu of training and social events for volunteers.</p> <p>Worked with stakeholders to promote Glasgow Commonwealth Games 2026 volunteer recruitment campaign.</p> <p>Revealed commissioned artwork celebrating Glasgow Life volunteers' contributions in November 2025.</p>	<p>Attend and actively contribute to Glasgow Commonwealth Games 2026 Volunteering Legacy Group, promoting opportunities to those who applied to volunteer at the games.</p> <p>Review and improve Glasgow Life's Employer</p>	Glasgow Life	G

		<p>Throughout 2024-25, more than 1,600 volunteers supported Glasgow Life services, programmes and events, collectively donating nearly 25,000 hours of their time. Those volunteering hours had a value of around £410,000</p> <ul style="list-style-type: none"> • 100% of volunteers feel valued as volunteers* • 83% of volunteers rate experience as very good/ excellent* <p>*Impact survey results June 2025</p>	<p>Supported Volunteering promotion and processes. (February 2026)</p> <p>Recruit a Volunteering Officer (paid) to further enhance volunteer recruitment, management and support at Glasgow Life. (April 2026)</p> <p>Publish Glasgow Life's next Volunteering Strategy and accompanying action plan (June 2026)</p> <p>Conclude review of current Volunteer Management System and appoint new company if recommended (November 2026)</p>		
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Monitor and deliver Glasgow's Community Learning and Development Plan

Action	Milestones (Current)	Progress and Impact	Planned Activity 2026	Lead Service	RAG
Lead the monitoring and delivery of Glasgow's Community Learning and Development Plan	The CLD Annual Report 2024/25 to be collated and presented citywide by November 2026.	<p>The new CLD Strategic Plan and Action Plans 2024-27 was presented to Glasgow City Council's Wellbeing, Empowerment, Community and Citizen Engagement Committee (WECCE) on 23 January 2025, and approved by the Glasgow Community Planning Partnership (GCPP) Exec Group on 17 March 2025.</p> <p>Glasgow Life will work with Glasgow City Council to embed the city's CLD planning and</p>	<p>Glasgow's Community Learning and Development Strategic Partnership GCLDSP) will continue to consider the delivery of the plan in light of any national developments in CLD.</p> <p>GCLDSP will continue to gather, review and analyse</p>	Glasgow Life	G

		reporting in the 2024-34 Glasgow Community Action Plan (CAP) and Performance Framework.	the data & performance information from CLD partners, sharing the findings with WECCE in November 2026 and the GCPP Exec Group.		
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GRAND CHALLENGE ONE:

Reduce poverty and inequality in our communities

MISSION 4: Support Glasgow to be a city that is active and culturally vibrant

Support the creation of a new vision for Sauchiehall Street as a Culture and Heritage district (EMERGING)

Action	Milestones (Current)	Progress and Impact March-December 2025	Planned Activity 2026	Lead Service	RAG
Lead and coordinate project planning and delivery, city partnerships and relationship with core funder the National Lottery Heritage Fund	Final reporting on the first Exploration phase and delivery set-up for the second Proof of Concept Phase.	From March – June 2025 the main Exploration phase activity was concluded including research, planning and delivery of programmes which fed into the development of the second Proof of Concept phase of the project. By June 2025 the project had engaged with over 1,600 members of the public through a combination of consultation sessions, events, workshops and talks. It generated positive press stories about Sauchiehall Street and led to the programme priorities for 2026. In August 2025 an application was submitted to the Heritage Fund for £2.3 million and the award was granted in December 2025. This	<p>Uncovering Sauchiehall Street: themes include the creation of M8; pub culture; protest; queer history. The creation of a community archive will be explored and a framework for heritage interpretation will inform how these stories are accessed physically and digitally as part of the public realm.</p> <p>Animating Sauchiehall Street: The first of four</p>	Glasgow Life	G

		<p>next Proof of Concept phase will run from December 2026 to December 2027.</p> <p>This programme positions Sauchiehall Street as a priority regeneration area, placing culture and heritage at the heart of the area's future.</p> <p>The official partners are Glasgow Life, Glasgow City Council and NLHF.</p> <p>Glasgow Life worked in partnership with Glasgow City Council and the NLHF and also working closely with a number of cultural partners to deliver the programme including: Royal Conservatoire of Scotland, Glasgow School of Art, University of Glasgow, Glasgow Film Theatre, National Theatre of Scotland, Glasgow Doors Open Day, Glasgow Buildings Preservation Trust, Nice N Sleazy, The Garage, Articulate Cultural Trust and Glasgow 850.</p> <p><u>See case study in Appendix 6 for more information</u></p>	<p>outdoor events across the year, on 1 March Chinese New Year X Sauchiehall St celebration of Chinese and Scottish culture with a Dragon Parade and Strip the Willow.</p> <p>Renewing Sauchiehall Street: capital development, property and planning. This will include the reactivation of the upper floor of McLellan Galleries as a creative space with 3 core cultural tenants (Scottish Ensemble, Glasgow Film and Articulate Cultural Trust). The programme will allow for other creative organisations to use the upper floors as well.</p> <p>In addition, the project will conserve the Cameron Memorial Fountain; initiate feasibility studies for affordable housing; pilot heritage building improvements; and supporting key cultural and</p>		
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			<p>community organisations with capital development.</p> <p>Delivery will be supported by an expanded staff team and a new Strategic Partnership Board, ensuring collaborative governance rooted in local knowledge.</p>		
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Appendix 1– Case Study 1 – Glassford Family Portrait Redisplay

CASE STUDY -	
Commitment:	Protect, diversify and enhance Glasgow’s museums, recognising their national importance whilst protecting free entry for city residents and exploring alternative funding models
Action	Glasgow Life Museums’ Audience Development and anti-racist practice.
Milestone	N/A
Case study title	Glassford Family Portrait Redisplay
RAG Rating	Green
Synopsis (100 words)	Formerly at the People’s Palace, the portrait depicts Tobacco Lord John Glassford and an enslaved child, now the focus of a new digital display reframing the narrative from the child’s perspective. Workshops with Glasgow City Council’s Anti-Racist Conversations in School group shaped the approach, leading to an in-gallery film featuring a young actor reflecting on the questions his presence raises. The redisplay seeks to provoke discussion on how histories of enslavement, memorialisation, and power intersect and influence modern society and was opened to the public in September 2025.
The challenge	<p>The Glassford family portrait had long been displayed in the People’s Palace and depicts John Glassford with his family and a child whom he had enslaved. Glassford was one of Glasgow’s tobacco lords. These were merchants in the 1700s who made fortunes trading in tobacco, a crop dependent on the exploitation of enslaved people working on American and Caribbean plantations.</p> <p>The presence of an enslaved child in the portrait was long rumoured. Some rumours suggesting he had been painted out of the portrait to cover up the family’s connections to enslavement due to the strong support for abolition in 1800s Glasgow. Work by conservators in 2007 showed that the enslaved child was not painted over or covered up on purpose. Gentle cleaning revealed he had simply been obscured by centuries of dirt. Much is unknown about the enslaved child – his name, where he was born, how he was trafficked to Scotland, or the life he went on to live.</p>

<p>The solution</p>	<p>With the ongoing refurbishment of the People’s Palace, there was an opportunity to relocate the Glassford portrait to Kelvingrove to enhance the Glasgow City of Empire display and further improve workshops for schools.</p> <p>Workshops and discussions with GCC’s Anti-Racist Conversations in School group shaped the interpretative approach for the redisplay, the approach to text, graphics and the decision to produce an in-gallery film. The group were asked for their thoughts on the painting, including what they would name it and what the enslaved child might say if he could speak.</p> <p>A priority was to ensure that the enslaved child’s perspective and voice was represented and so an in-gallery film was produced, with a young actor playing the enslaved child, to reflect on some of the questions his presence raises and reflect on how histories of enslavement, memorialisation and power intersect.</p>
<p>The impact (including cost savings/income generated if applicable)</p>	<p>The redisplay has built on other work undertaken by Glasgow Life Museums in recent years to reframe narratives around slavery and empire and find ways to broaden those to include a wider focus on Glasgow’s connections to the British Empire and transatlantic slavery and the histories of peoples who were enslaved and colonised. This work continues to bring up questions around how power shapes our understandings of history and how this impacts our city today. The school’s group were very happy with the resulting film and loved seeing their thoughts on the painting brought to life.</p> <p>Museums Galleries Scotland are keen to use the work done in this area as an example of good practice to encourage more work like this across the sector. Further, there has been engagement with the display from a couple of prominent influencers, showing the ability of work like this to engage with an important but often underexplored part of history and represent a Black voice in a positive way to engage with, and draw in, new audiences. One of the posts by Torgi Squires has over 10,000 views and one by JackLynn has over 3 million views and lots of positive comments and engagement.</p>
<p>How is the new approach being sustained?</p>	<p>The painting will form a key part of the City of Empire schools workshop for both Primary and Secondary students and has also been used as part of a recent CPD for teachers, as well as for upcoming CPD sessions. An Anti-Racism Toolkit has been created for teachers to use in school to facilitate a range of discussions around anti-racism to reflect on positionality, privilege and power. This work aligns with the Scottish Governments’, Breaking the Mould: Principles for an Anti-Racist Curriculum.</p>
<p>Lessons learned:</p>	
<p>Contact:</p>	<p>Head of Museums and Collections, Glasgow Life</p>

**Links to
relevant
documents:**

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Appendix 1 – Case Study 2 – Glasgow Life Libraries – Health, wellbeing and welfare provision.

CASE STUDY -	
Commitment:	Protect the vital role of libraries, involving local communities, marginalised groups and campaigners in the future Vision for Glasgow Libraries, including exploring the potential for council libraries to become ‘repair and reuse hubs’, and ‘libraries of things.
Action	Glasgow Life Libraries and Communities health, wellbeing and welfare provision
Milestone	Operational Delivery 2026/27
Case study title	Glasgow Life Libraries – Health, wellbeing and welfare provision
RAG Rating	Green
Synopsis (100 words)	<p>Glasgow Life Libraries and Communities continue to offer a wide programme offering support to all citizens, directly combatting the impact of the cost of living crisis, acting as centres of information, guidance and support through:</p> <ul style="list-style-type: none"> • Co-location of services • Family Finance Key Workers • Glasgow Code Learning • Universal Credit Support • Family Support (Early Years & Primary) • English Pathways to Employment
The impact (including cost savings/income generated if applicable)	<p>Co-location Glasgow Life Libraries supported the co-location of advice, employability, and welfare partners within community library settings as part of the wider health, wellbeing and welfare offer: Jobs & Business Glasgow deliver 45 outreach sessions every week across 24 community libraries. Glasgow’s central Citizens Advice Bureau is based in the Mitchell Library and the bureau also deliver support and advice sessions in 7 community libraries. Skills Development Scotland began co-locating services in 3 community libraries during 2025 with plans to expand the offer in 2026.</p> <p>Family Finance Key Workers (FFKW) Between January and December 2025, the Family Finances Key Workers team received 391 new referrals and provided intensive 1-1 mentoring support to over 704 parents across the city, which is an 11% increase from the previous year. A further 240 families from Southside Central benefitted from a FFKW ‘Return to school day’ with over 1,200 items of school clothing given out and 72 children receiving free haircuts. Between January and December 2025, the team supported:</p>

- 106 parents to secure long term sustainable employment, achieving a combined total increase in yearly income of £1.9m. Jobs secured include Data Analyst, Support for Learning Worker, Energy Mentor Advisor, Associate Senior Engineer, Student Support Officer and Child Development Officer.
- 189 parents into learning opportunities which enhanced their employability.
- 92 parents to complete accredited qualifications such as Software Development, Teaching English as a Foreign Language, BA in International Fashion Branding, APM Project Fundamentals, Barista Skills, Advanced Phlebotomy and Induction to Childminding.
- 241 families to gain access to unclaimed benefits, rationalise household debt and access food and fuel top-ups, comprising over £130,000 in unclaimed benefits per year, and over £41,000 in One-off grants.

Based in Glasgow Life Libraries, and funded by the Scottish Government's Tackling Child Poverty programme via Glasgow Futures, FFKW is delivered from all Community Libraries, educational establishments, Department of Work and Pensions offices, and other partner venues including HMP Barlinnie. The service provides intensive one-to-one mentoring to lift working families out of poverty by focusing on employability and financial capability

The service is offered on an appointment and drop-in basis and works with families to overcome barriers to learning, training and employment opportunities as well as offering financial inclusion support from budgeting advice to welfare rights, one off grants and debt resolution. The team offer 'same day' support for those with immediate crisis needs such as food, fuel and housing.

Referrals come from a wide range of partners including GCC Education, Schools Based Financial Inclusion Support Officers, Jobs & Business Glasgow, Glasgow Helps, Enable, Financially Included, Money Matters, and the Glasgow Life Assisted Digital team.

Glasgow Code Learning (GCL)

Glasgow Life's Glasgow Code Learning (GCL) initiative provides an accelerated route for learners to gain skills and progress to further learning or entry-level employment in the city's Digital sector. The GCL delivery model targets those who cannot afford the costs of traditional 'Code Academies' or cannot commit to a full-time training programme or college course due to caring responsibilities, work commitments or other barriers such as disability or asylum seeker status. The team supports over 2,000 applicants a year to access digital skills courses delivered in partnership with Glasgow Clyde College and Glasgow Life's Digital Learning Team. GCL was awarded the Digital Learning Award at the College Development Network Awards in December 2025.

The programme offers four streams designed to support learners with limited experience and support their progress to advanced level qualifications:

- Entry skills for work: Microsoft Office (Word, Excel and PowerPoint) CV prep and applying for jobs online, accredited at SCQF level 4.
- eEntry-level coding courses in Web Design, Software Development, AI and Data Science and Cyber Security courses at SCQF level 5 and 6.
- Advanced professional skills in Software Development, AI and Data Science and Cyber Resilience at SCQF level 7 and 8.
- Bespoke programmes to targeted groups e.g. supporting young people in partnership with the King's Trust.

Between January and December 2025, the team:

- Delivered 66 courses across the four learning streams.
- Supported 798 individual learners (8,469 individual class attendances).
- Supported 407 individual learners through two or more courses.
- Ensured 508 individual learners gained accredited qualifications.
- Delivered an average of 2.4 accredited qualifications per learner.

GCL has continued to strengthen referral and outcome pathways for students including working to enhance links with employers to support progression and secure work placements and job outcomes for learners. In 2025, 19 students reported securing long term sustainable employment through direct GCL support. Jobs secured include posts with Strathclyde University, South Lanarkshire Council, Highwind Organics and Teleperformance. Referrals come from a wide range of partners including Jobs & Business Glasgow, Skills Development Scotland and the effective programme marketing campaigns through targeted social media and the programme newsletter that now reaches 1,200 people every fortnight.

Family Support and Engagement

The Family Support and Engagement team delivers a bespoke needs-led service for families living in the Clyde Gateway and Gorbals areas of the city. This service is delivered from four nurseries and four primary schools and targets parents with children up to Primary 3. Between April and December 2025, 351 parents received direct support from the team:

- 175 parents attended 110 learning sessions.
- 212 parents participated in 131 health and wellbeing courses.
- 25 parents were supported to take up volunteering opportunities.
- 14 parents were supported onto employment opportunities.
- 2,203 parents attended open invite events such as parents evening partnership events, school transitions and cultural celebrations. 172 referrals were made to partner organisations (foodbanks and energy support groups, money and benefits advice, adult learning and employability)

	<p>Funding for the Family Support and Engagement project ended on 31 December 2025. A lessons-learned report will be shared with stakeholders in the coming months.</p> <p>English Pathways to Employment In October 2025, Glasgow Life received No-One Left Behind funding through Glasgow Futures to launch a ESOL and Employability skills programme called English Pathway to Employment (EPTE). Courses are being developed to support participants who speak English as an additional language into employment in three sectors: community interpreting, health and social care and childcare, with delivery scheduled to begin in January 2026.</p> <p>Glasgow Life Assisted Digital Support Delivered from 17 Glasgow Life Libraries and HMP Barlinnie, the Assisted Digital Support service provides an essential safety net for residents with low or no digital skills, with a particular focus on individuals who lack the digital skills and confidence required to apply for, and maintain, a Universal Credit (UC) claim or use Glasgow City Council online services such as accessing Housing Benefit, Council Tax Reduction and related services online. The team provide a one to one service, supporting clients to submit a successful UC claim and navigate a range of digital council services. In 2025, the service has delivered a 94% success rate for UC applications, compared to the national average of 70% for those applying without support. In the year to December the service supported 2,281 individuals, in-person and by phone. Approximately 15% of service users required translation support.</p> <p>Alongside assistance with Universal Credit claims, the service provides ongoing support to help clients successfully maintain their award. This is informed by a holistic needs assessment and supported by an online referral tool, enabling the team to connect their clients to a range of essential services such as local Foodbanks, assistance with Crisis Grants and Community Care Grants, Emergency Fuel Support, access to basic bank accounts, debt and financial inclusion advice.</p> <p>Over 60% of service users were also supported to access specialist digital learning, ESOL and Employability support such as Jobs and Business Glasgow, Glasgow Life Family Finance Key Workers and Glasgow Life Digital Learning Teams, reflecting the role of the Assisted Digital team as a ‘No Wrong Door’ entry point to wider help, support and advice.</p> <p>During 2026, the Assisted Digital Support service will continue to be delivered from libraries and HMP Barlinnie, with a focus on sustaining access to Universal Credit and wider online City Council services, strengthening referral pathways into learning, employability and welfare support, and tackling the city’s digital skills gap.</p>
Contact:	Head of Libraries and Communities, Glasgow Life

Links to relevant documents:	
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Appendix 1 – Case Study 3 – Empowering Lone Parents Through Glasgow Life’s Family Finances Project

CASE STUDY -	
Commitment:	Protect the vital role of libraries, involving local communities, marginalised groups and campaigners in the future Vision for Glasgow Libraries, including exploring the potential for council libraries to become ‘repair and reuse hubs’, and ‘libraries of things.’
Action	Glasgow Life Libraries and Communities health, wellbeing and welfare provision
Milestone	Operational Delivery 2025-26
Case study title	Empowering Lone Parents Through Glasgow Life’s Family Finances Project
RAG Rating	Green
Synopsis (100 words)	<p>Sadie, a lone parent with a child under five, fled conflict in Ukraine. Glasgow Life’s Family Finance Keyworkers service worked with her to develop and deliver an action plan focussed on gaining employment and managing childcare costs. Money Matters secured backdated Adult Disability Payments and through Jobs and Business Glasgow Sadie began work as a Learning Support Assistant. Interim childcare costs were covered by Glasgow Futures Training and Support Fund. With the support of the Bridges Programmes Sadie’s degree was UK-accredited so she could apply for higher level roles. Sadie has since secured a role with HMRC.</p> <p>*name changed to protect identity</p>
The challenge	Sadie is a lone parent with a child under five. Sadie also has a long-term health condition. After fleeing conflict in Ukraine, she was referred to Glasgow Life’s Family Finance Keyworkers service in August 2023.
The solution	Her Keyworker helped create an initial tailored action plan focussing on gaining employment and managing childcare costs. To progress her action plan, support from a range of services was needed. Her Keyworker had identified she wasn’t claiming Adult Disability Payment and referred her to Money Matters who secured a backdated award to November 2023. With support from Jobs and Business Glasgow, Sadie began working as a Learning Support Assistant to improve her income and her interim childcare

	costs were covered by the Glasgow Futures Training and Support Fund. Sadie aspired to use her degree in a more advanced role but as her degree wasn't recognised in the UK, she was referred to Bridges Programmes, who supported her through the conversion process. She received her UK-accredited degree in March 2024, boosting her confidence to apply for higher-level roles.
The impact (including cost savings/income generated if applicable)	In June 2024, Sadie secured a role with HMRC, increasing her income. Thirteen weeks later, her wage rose again. Sadie now reports a significantly improved quality of life for her and her child. Sadie's journey from crisis through to career progression demonstrates the impact of targeted, multiagency support in effectively engaging parents, dealing with barriers like childcare costs but enabling in-work progression. This aligns with the NOLB commitment to work with public and third sector partners to drive better employment outcomes for parents.
How is the new approach being sustained?	
Lessons learned:	
Contact:	Head of Libraries and Communities, Glasgow Life
Links to relevant documents:	

Appendix 1 – Case Study 4 – Return to school day – August 2025

CASE STUDY – Return to school day – August 2025	
Commitment:	Protect the vital role of libraries, involving local communities, marginalised groups and campaigners in the future Vision for Glasgow Libraries, including exploring the potential for council libraries to become ‘repair and reuse hubs’, and ‘libraries of things.
Action	Glasgow Life Libraries and Communities health, wellbeing and welfare provision
Milestone	Operational Delivery 2025-26
Case study title	Return to school day – August 2025
RAG Rating	Green
Synopsis (100 words)	The Glasgow Life Family Finances Key Workers (FFKW) team’s remit is to lift working families out of poverty through supporting financial capability and routes into sustainable employment. In August 2025 the team brought together a wide range of partners and secured donations and resources from almost 50 local businesses to deliver ‘Return to school’ events at two Govanhill Primaries. The main aim of the events, which engaged over 240 families, was to increase the low uptake of free school meals and school clothing grants in the area and promote awareness of the support offered by the FFKW team and relevant Glasgow Futures partners.
The challenge	<p>Cuthbertson and Annette St schools are both situated within a GCC Demonstration of Change area, the Head Teachers of both schools contacted GCC to request financial capability and employability support for parents from low income households.</p> <p>Initially the FFKW team introduced school-based weekly drop-in sessions, allowing parents to access one-to-one support to increase financial capability and overcome barriers to employment, all delivered at a time and place which suited their needs. Feedback from parents accessing these sessions and from school staff highlighted the cost of school meals and school uniforms as a significant financial concern for parents, as well as a lack of awareness of the wider help and support available to them. The Key Workers also highlighted that many parents with limited literacy and digital skills required a large amount of support to complete and submit claims.</p> <p>Scottish Government research confirmed this feedback, showing both schools had a free school meals and school uniform grant uptake of approximately 37%, compared to a national average of 67%.</p>

The solution	<p>Just before the schools returned, on 12th and 13th August, the Family Finances Key Workers organised two ‘back to school’ events in Annette Street and Cuthbertson Primary Schools. The events were heavily promoted at a neighbourhood level with posters, text alerts for parents and word of mouth promotion by the team. The team brought together a wide range of partners and secured support from almost 50 local businesses who provided everything from food for the day and raffle prizes to dry cleaning for school uniforms and free haircuts.</p> <p>On the day the events offered:</p> <ul style="list-style-type: none"> • Free school uniforms. • Free back to school haircuts. • Complimentary Lunch. • Free support from a team of community translators. • Financial advice and support from Money Matters. • Free dental hygiene products and advice on toothbrushing from the HSCP Child Smile team. • Playground games and activities from Glasgow Life’s Children and Families team. • Support to apply for the Young Scot National Entitlement card from Glasgow Life’s Youth Team. • A free raffle (with prizes redeemed when parents attended a drop-in session with the team). • Employability support and advice from Jobs & Business Glasgow and Enable. • Support to access best start grants, free school meals and school clothing grants from the FFKW team.
The impact (including cost savings/income generated if applicable)	<p>Both events proved to be very popular, with over 240 families attending, and over 100 new registrations for FFKWs and partners. More than 1,200 items of school clothing were distributed and 72 children received free haircuts.</p> <p>The Headteachers of both schools reported both a significant increase in the number of pupils turning up on the first day of term and the number of children attending in full school uniform.</p>
How is the new approach being sustained?	<p>Ongoing FFKW weekly drop-in sessions in both schools, targeted ESOL and digital skills sessions for parents.</p> <p>Parents will be more involved in the organisation and delivery of next year’s ‘Back to School’ events – encouraging confidence building and community empowerment.</p>
Lessons learned:	<p>Bringing together the resources of a range of relevant partners to deliver awareness raising events which are offered at a time and location which best suit the target recipients and (importantly) ensuring effective marketing at a neighbourhood level has a much more significant impact than single agencies approaches could hope to achieve.</p>

	Building trusted and sustained relationships with both target groups and local partners is essential to both successful engagement and delivery.
Contact:	Head of Libraries and Communities, Glasgow Life
Links to relevant documents:	

Appendix 1 – Case Study 5 – Sauchiehall Street Culture and Heritage District

CASE STUDY – Sauchiehall Street Culture and Heritage District	
Commitment:	Support the creation of a new vision for Sauchiehall Street as a Culture and Heritage District.
Action	Lead and coordinate project planning and delivery, city partnerships and relationship with core funder the National Lottery Heritage Fund
Milestone	Final reporting on the first Exploration phase and delivery set-up for the second Proof of Concept Phase
Case study title	Sauchiehall Street Culture and Heritage District
RAG Rating	Green
Synopsis (100 words)	This case study explores the impact of the first phase of The National Lottery Heritage Fund’s Heritage Places programme focused on the Sauchiehall Street Culture and Heritage District. The project is led by Glasgow Life in partnership with Glasgow City Council. The first ‘Exploration’ phase concluded in January 2026.
The challenge	Once famed for its international association with culture, music, film, heritage and entertainment, Sauchiehall Street has faced significant challenges in recent years due to a combination of compounding factors, including changes to the high street, the covid pandemic, and major fires. Strategies such as Glasgow City Council’s ‘Golden Z Report’ have highlighted these issues, calling for a new solution.
The solution	<p>Sauchiehall Street Culture and Heritage District (SSCHD) was selected as one of the initial nine UK Heritage Place projects funded by The National Lottery Heritage Fund. The Heritage Places programme is designed to boost local economies and instill pride in place in towns and cities across the country. An award of £350,000 was made to the project which is led by Glasgow Life in partnership with Glasgow City Council.</p> <p>SSCHD is a new approach for collaborative working, using community engagement, culture and heritage as drivers to inform regeneration and urban planning. The first phase was delivered from July 2024 to December 2025 undertaking research, consultation and engagement activity to build trust and inform the future vision of the street.</p> <p>Three programme strands were identified to achieve this:</p> <ul style="list-style-type: none"> - Uncovering focused on bringing the area's intangible heritage to life. Artists, researchers and community groups were invited to capture the history which lives in the

	<p>memories and stories of the people who live, work and visit the area.</p> <ul style="list-style-type: none"> - Animating involved commissioning cultural organisations to deliver cultural activities for the public, which created moments of collective joy and animated the street. - Renewing identified future ambitions and new uses for heritage buildings on the street, looking towards their renewal and reactivation.
The impact (including cost savings/income generated if applicable)	<p>The engagement work has built trust in the local community and with businesses. Stories of the street have been captured and inform programme in the future. Animating events such as the Strip the Willow on the street last February have helped to present the street in a positive light and generate good news stories. Key heritage assets have been identified for renewal and improvement. New partnerships have been created and others strengthened. People of Glasgow are pleased that there is positive action being taken and that there is a long-term ambition for Sauchiehall Street.</p>
How is the new approach being sustained?	<p>The work undertaken resulted in a successful £2.3million grant from The National Lottery Heritage Fund and the creation of an area action plan for a Proof of Concept phase over the next two years. New team members will be brought in with additional expertise and a new Strategic Partnership Board and strategic advisory panels will form the governance model for the Proof of Concept phase. The Proof of Concept phase will complete in December 2027.</p>
Lessons learned:	<p>The creation of a Project Space on the street as a neutral space to meet and talk to people has had a significantly positive impact on the project. It has increased people's understanding of this project and wider city centre ambitions. This has led to exploring how other council services could have a presence in the Project Space on the street to open up different conversations and provide signposting for the people of Glasgow. Having a team dedicated to the project has allowed it to build momentum and trust quickly and achieve progress ahead of schedule.</p>
Contact:	Head of Arts and Music, Glasgow Life
Links to relevant documents:	

5. Recommendations

5.1 The Committee is asked to:

- Consider and note the content of the report;
- 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.

6. Policy and Resource Implications

Resource Implications:

Financial: None, all services have been formally agreed by Council as part of the annual budget process

Legal:

Personnel:

Procurement:

Council Strategic Plan: Grand Challenge 1: Reduce poverty and inequality in our communities

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2025-29? Please specify. Not applicable as this is a performance report.

What are the potential equality impacts as a result of this report? No significant impact

Please highlight if the policy/proposal will help address socio-economic disadvantage. Not applicable as this is a performance report.

Climate Impacts:

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

Not applicable as this is a performance report.

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

Not applicable as this is a performance report.

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

Not applicable as this is a performance report.

Privacy and Data Protection Impacts:

No Impact

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

7. Recommendations

7.1 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.