



Glasgow City Council

Operational Performance and Delivery Scrutiny Committee

Report by The Chief Executive Department

Contact: Chief Executive Department Ext: 79106

**Strategic Plan Performance: Grand Challenge 1:
Reduce Poverty and Inequality in our Communities**

- Mission 1: End 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 2022-2027 and the agreed Mission based approach.

Recommendations:

The committee is asked to:

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

Ward No(s):

Citywide: ✓

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

PLEASE NOTE THE FOLLOWING:

Any Ordnance Survey mapping included within this Report is provided by Glasgow City Council under licence from the Ordnance Survey in order to fulfil its public function to make available Council-held public domain information. Persons viewing this mapping should contact Ordnance Survey Copyright for advice where they wish to licence Ordnance Survey mapping/map data for their own use. The OS web site can be found at <http://www.ordnancesurvey.co.uk> "

If accessing this Report via the Internet, please note that any mapping is for illustrative purposes only and is not true to any marked scale

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: End 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.
 - 2.4 Council has previously received updates on Grand Challenge 1 on [18 January 2023](#), [3 May 2023](#), [13 September 2023](#), [7 February 2024](#), [5 June 2024](#), [15 January 2025](#), [4 June 2025](#), [5 November 2025](#), [11 March 2026](#).

3. Commitments and Emerging Commitments

- 3.1 The Strategic Plan Missions outline a number of Commitments to deliver the Mission goal.
- 3.2 Services have started work to support the Commitments across a number of key areas. As already noted, this report outlines progress made with respect to Grand Challenge 1, Missions 1,2, 3 and 4
- 3.3 The majority of commitments listed within the report are RAG rated as Green. However the following commitment has been reported as Amber.
 - Continue to re-open agreed council-owned venues.
- 3.4 As the Council Strategic Plan 2022-2027 approaches its conclusion, service areas will be asked to identify where commitments have been completed and can be closed.

4. Case Studies

- 4.1 The following case studies have been provided by colleagues in the Glasgow City Health and Social Care Partnership (GCHSCP) as part of this report.
 - Strengthening Communities Through Place-Based Health Improvement
 - Coordinated Family Support Services

5. Next Steps

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

GRAND CHALLENGE 1: Reduce poverty and inequality in our communities

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

Commitment: 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
Financial Inclusion Support Officer (FISO) 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	Impact/Outcomes (April 2025 – July 2026) 1,353 clients accessed the service. Financial Gains 919 had financial gains of £4,639,809 Debt Managed 172 had debt managed of £689,795 Priority Groups • 32% Lone Parent Families • 21% Families which include a disabled adult or child • 67% Families with 3 or more children • 67% Minority Ethnic Families	Continuous ongoing service development which seeks to improve how the service is delivered in terms of job roles, systems and partnerships.	CED	G
Pre-Loved Clothing Provide funding for pre-loved clothing to pilot a subsidised scheme for children's clothing.	£60 digital vouchers have been created for pre-loved clothing, enabling families to shop online, in-store, or receive deliveries.	The project goes from strength to strength, providing much needed support to families who need it most: • Project delivery Between January and July 2026, 399 clothing items were distributed, supporting 202 families. • 68% of the support provided was within the booster wards families supported were from booster ward areas. • Compared to the cost of purchasing equivalent items new, families collectively saved in excess of an estimated £31,147, an average of £194 per family. The project also achieved an estimated carbon saving of 77.51 tonnes CO₂e.	Monitoring is ongoing. It has become a vital source of practical support for the Glasgow Helps team and remains one of its most frequently used onward referral routes, clearly demonstrating the continued need for this type of provision. It supports families with essential clothing costs, including school uniforms, seasonal changes in clothing and the additional pressures faced by larger families	CED	G
Commitment: Deliver Glasgow's Child Poverty Pathfinder					
Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG

Deliver Glasgow's Child Poverty Programme	Shift to Programme status from Pathfinder embedded. Currently developing Child Poverty Delivery Plan covering the next 4 years of the work. Policy alignment within core strategic documents (Community Plan & Children's Services) and commenced work towards shared accountability framework Progress secured with data sharing to facilitate targeted activity Creation of aligned funding to support Whole Family Early Intervention and associated proposals for further funding flexibility Delivery of a suite of targeted Demonstration	Continue to deliver against agreed programme of work and to identify learnings Child Poverty Programme embedded in city Community Planning Structures and Council governance structures. Continue to review and refine structures Council structures such as Public Service Reform Taskforce and Public Service Reform Steering Group implemented to support council response Continued socialising and testing of Impact Framework Data sharing permissions with DWP in place and commenced proactive outreach programme with initial focus being on families 0-5 Work continued in Calton, Drumchapel and Govan around Demonstration of Change Local anchor partner in Govan place (Govan Help) and work activated. Clyde Gateway continue to act as anchor partner in Calton Continued work with SG on Whole Family Support arrangements. Refined flexibility asks and commenced discussions on shared interim performance measures in lieu of finalised framework Continue to progress the challenging arena of data sharing across partner agencies – notable progress with respect to DWP data – Agreement now for DWP data to be used to reach out directly to families on the dashboard	GCPP Structures continue to guide and sponsor Child Poverty work as part of LOIP Continue to develop and utilize Impact Framework Make considerable progress in live Demonstration of Change with more families supported and further lessons and insights captured Continue to explore further data sharing permissions including with Scottish Social Security Continue to collaborate with city partners and further establish No Wrong Door network	CED	G
--	---	---	--	------------	----------

	of Change projects in identified Booster Wards – 3 live (Southside Central, Govan & Calton) Drumchapel identified as next DoC - groundwork / exploratory work ongoing in preparation. Continue to develop our citywide No Wrong Door infrastructure and work with partners to shape new ways of working Ongoing evaluation as part of Practice Research Collaboration supported by academic partners	Continue to focus on the importance of user voice in Service Redesign - working closely with CCI on the development and application of Innovation Framework Southside Central - focus on financial inclusion and capability as gateway to holistic support for families in deep poverty. Significant insights influencing Financial Inclusion Redesign work, Work is underway to incorporate ESOL based on citizen and practitioner insight. Engaging with Glasgow Life re ESOL challenges and responses in Southside Central and across wider city. Govan - Detailed data analysis in partnership with DWP alongside citizen and practitioner insight is supporting a more detailed scoping of approach for families on the cusp of poverty. Calton - funding secured from WFEIF to support the delivery of a programme to deliver sustainable employment and wider holistic support for families on the cusp of poverty. Investment in demonstration of change generating significant insights re community engagement, childcare, ESOL and Employability Drumchapel – extensive exploratory work uncovering challenges for families in the ward and laying the path for collaborative work across partners going forward. No Wrong Door membership across the public, private, third and housing sector has grown to 236 participating services Activity underway to ensure NWD embedded within the DoC activity across the city, with a named NWD team member now aligned to each DoC			
--	--	--	--	--	--

		NWD organisations have actively participated in work to shape collective approaches to supporting citizens and to make best use of city resources. Recently started a pilot for Free Transport programme in partnership with colleagues from NRS for 1000 citizens in Glasgow. Travel cards are for 7 weeks of free travel on buses, trains & subways. These will be evaluated based on 3 surveys being completed by the participants at the beginning, middle and end of the 7 week journey.			
Commitment: Continue to deliver the Glasgow Helps project					
Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Citywide person-centred offer to support citizens in Glasgow to access the 'right support, in the right place, at the right time.'	Since the beginning of 2026, Glasgow Helps has acted as the key worker within the Drumchapel Demonstration of Change, providing coordinated holistic support to a specific set of families. Glasgow Helps holds unique permissions to proactively engage with a cohort of households with children aged 0-5, identified through DWP data as being at risk of, or experiencing, poverty. The Demonstration of Change project provides an opportunity to reach out to families, working towards positive	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 in evidencing emerging demand, establishing new referral pathways and ensuring the service reaches those most in need of support Between October 2023 and end of August 2026, Glasgow Helps has: - Engaged with over 10,500 individual clients - Made over 14,900 unique referrals to 338 agencies and organisations operating in the city. - Averaged around 240 inbound contacts per week (since January 2026) Glasgow Helps supported the delivery of the E.ON battery pilot, a unique partnership between the public, private and third-sector that aimed to offer holistic support to families experiencing fuel poverty in Glasgow. Glasgow Helps also participated in the recent Free	Continue to deliver the Glasgow Helps service, ensuring that it is responsive to the needs of citizens, while contributing to the work and learnings of the wider Child Poverty Programme.	CED	G

	outcomes whilst making efforts to understand the challenges they face, generating insights and wider learnings. Targeted, proactive outreach informed by data will continue to be integrated into core delivery, balanced alongside existing inbound service demand. Ongoing development of the AdvicePro system, to improve data quality and monitoring. Continued quality assurance of casework through reflective practice, team training and development and regular supervision.	Public Transport Pilot, administered by NRS, alongside Improving the Cancer Journey and other partner organisations across the city. The project provided free unlimited travel through the use of a ZoneCard. Over a seven-week trial period, the project aimed to test the impact and benefits of removing cost barriers around transport.			
--	--	--	--	--	--

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

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, learner engagement and professional learning which raise awareness,	Build awareness of city-wide practice and evaluate professional	Pride Lite 2026 engaged 133 young people and 20 staff from 13 secondary schools. All respondents rated the event positively, highlighting increased understanding of prejudice, equality and allyship.	Sustain Pride Lite, ALLIES and pupil-led LGBT-inclusive activity, supported by staff development, resources and external partners.	ES	G

mainstream and embed equalities practice.	learning linked to protected characteristics.	• TIE professional learning has expanded: 2,332 staff are registered, 1,901 have completed Stage 1 and whole-staff cohorts in 41 schools have completed Stage 2. • 95 learner workshops addressed homophobic language, gender stereotypes and prejudice. A further 16 schools joined Live Lessons and 16 joined the Book Giveaways project. • The Digital Discourse pilot delivered 39 workshops to P6-S6 learners, with 398 learners evaluated. Knowledge, fact-checking behaviour and confidence in challenging online prejudice improved substantially.	• Continue to promote and monitor uptake of TIE professional learning across establishments. • Extend Digital Discourse learner workshops to further learning communities and continue development of sustainable curriculum resources. • Use evaluation evidence to shape future anti-prejudice and digital literacy activity.		
---	---	--	---	--	--

Commitment: Support marginalised groups, including refugees, asylum seekers and LGBTI+ young people, through the Education Equalities Working Group (EEWG). Continue partnership working on inclusive education and consent education.

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Empower the EEWG to direct strategic equalities work, review practice across protected characteristics and progress professional learning and improvement activity.	Review current practice across all protected characteristics and refresh action plans in response to evidence and stakeholder feedback.	• Education Services has sustained city-wide anti-bullying and anti-prejudice approaches, partnership working and professional learning to strengthen inclusive practice. • The review of inclusive support and specialist placement processes identified strengths in multi-agency working, assessment and planning, while highlighting communication, transparency, consistency and timescales for improvement. • A city-wide ASN Parenting Strategy is being developed through engagement with parent groups, strengthening co-production and understanding of family experience. • The Support for Learning Worker Professional Learning Framework has increased confidence in inclusive practice, legislation and local authority systems. Development of a credit-rated qualification is progressing.	• Progress improvement actions from the inclusive support and specialist placement review, maintaining child-centred and needs-led decision-making. • Consider future options arising from reviews of the ASL estate and Enhanced Nurture Provision. • Continue co-production of the ASN Parenting Strategy and strengthen communication with families. • Progress Support for Learning Worker development, including the proposed credit-rated qualification. • Complete and implement cross-sector transition guidance and sustain multi-agency professional learning.	ES	

		• ASN Coordinator and cross-sector transition work is improving shared understanding, consistency, communication and continuity of support.			
--	--	---	--	--	--

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	The framework was developed by a multidisciplinary, multi-agency group and informed by evidence, policy review, and public consultation undertaken between July and September 2023. The Framework was approved and published in February 2024. It was supported by an Equality Impact Assessment and a policy mapping exercise. GCHSCP activity is focused on: • Prevention of mental health difficulties. • Early intervention for mental health concerns. • Appropriate service delivery for mild to moderate mental health needs. Key activities • Development of the Young People's Compassionate Response Service. • Part-funding of YoMo's community mental health and wellbeing service. • Delivery of specialist programmes, training, and learning opportunities aimed at reducing ethnic inequalities in children and young people's mental health.	Lead the implementation of an NHSGGC Early Years Mental Health Improvement Framework An update on the Mental Health Strategy is scheduled to be presented to the NHS Corporate Management Team and IJB in September 2026. A formal consultation on proposed changes is expected to follow the appraisal process in early 2027.	HSCP	G

		Further details are available in the Health Improvement Annual Report 2024-25. Community engagement An update on community engagement for the Mental Health Strategy was presented to the IJB Public Engagement Committee in August 2026. Key highlights: • Ongoing engagement is supporting implementation of the NHSGGC Mental Health Strategy, with emphasis on strengthening community-based services and reducing reliance on inpatient care where appropriate. • Lived experience representatives, carers, and advocacy organisations are informing service planning and future options for mental health provision. • Preparatory work is underway for a formal options appraisal of future inpatient service configuration, supported by independent facilitation and stakeholder involvement. • A formal consultation on proposed changes is expected to follow the appraisal process in early 2027.			
	Continue to develop actions designed to prevent suicide and impact on self-harm	Glasgow City Suicide Prevention Partnership developed a summary Local Suicide Prevention Action Plan to guide local activity and support a coordinated partnership approach. The multi-agency Locations of Concern Group expanded to include roads and transport partners, strengthening joint surveillance, shared learning and preventative action.	Continue to invest in the city's suicide prevention partnership and will support the forthcoming national strategy for self-harm. In 2026/27, the GCSPP remains dedicated to expanding its reach and impact through continued training, awareness initiatives and support networks. A series of Suicide Intervention Skills Training Workshops are scheduled during 2026.	HSCP	

		This work is supported by wider community engagement, education and training activity, including: • ASIST training to build suicide first aid skills and confidence. • The 'Chalk the Walk' campaign, delivered with nine youth organisations. • 'Send Silence Walking', 'Let's Get TALKing' and Tree of Hope initiatives to promote awareness, remembrance and help-seeking. • Suicide awareness and suicideTALK training for community justice staff and Community Payback Order clients. <u>World Suicide Prevention Week 2025</u> World Suicide Prevention Week 2025 was marked through a range of events held between 8 and 14 September, including remembrance, awareness-raising and professional learning activities. • Celebration of Life events: On 11 September, Greater Glasgow Mental Health Network, A Place Called Here and the Health and Social Care Partnership came together to remember loved ones and others affected by suicide. Through shared messages, the events offered comfort, connection and an opportunity for remembrance. • Stronger Together: A suicide awareness event for professionals, volunteers and students was also held on 11 September. The event brought together individuals and organisations to showcase services and resources that support suicide prevention, with 43 attendees learning about national and local initiatives.			
--	--	---	--	--	--

		Further information can be found in the report, A Partnership Approach to Preventing Suicide in Glasgow City , which was presented to the IJB Public Engagement Committee in May 2026.			
	Support mental well-being of groups most at risk by life circumstances and isolated by discrimination	Compassionate Distress Response Service Provides rapid support for people aged 16+, responding within one hour out of hours and the same day in hours. During 2025-26 expansion continued to allow more partner services to refer young people aged 14+, in addition to the 16-26 age group. The service took 374 referrals in Q1-3 from young people experiencing emotional distress, with the most common presenting factors being depression and stress/anxiety. 66% of referrals were female, while 50% of referrals came from the most deprived centiles (SIMD 1 and 2). Mental Health Strategy The framework was developed by a multidisciplinary, multi-agency group and informed by evidence, policy review, and public consultation undertaken between July and September 2023. The Framework was approved and published in February 2024. It was supported by an Equality Impact Assessment and a policy mapping exercise. An update on community engagement for the Mental Health Strategy was presented to the IJB Public Engagement Committee in August 2026. A formal consultation on proposed	The Mental Health Strategy Refresh will be updated to the NHS Board and IJBs respectively throughout implementation. An update on the Mental Health Strategy is scheduled to be presented to the NHS Corporate Management Team and IJB in September 2026. A formal public consultation on proposed changes is expected to follow the appraisal process in early 2027.	HSCP	

		changes is expected to follow the appraisal process in early 2027. NHSGGC Mental Health Strategy 2023-2028 - NHSGGC Staff feedback was reported to the Board in August 2025. Implementation Next Phase Mental Health Strategy Enhancing Community Services Next Steps in Implementing Mental Health Strategy - Enhancing Community Services and Community Engagement			
Develop and deliver a range of programmes across the HSCP to reduce and mitigate the impact of poverty and health inequalities in the city.	Deliver Glasgow Local Child Poverty Action Plan	GCHSCP supports the child poverty agenda through targeted financial, wellbeing and community-based services, including: • Financial Advocacy for women on the Special Needs in Pregnancy pathway. • Healthier Wealthier Children. • Section 22 destitution payments through Health Visiting and Family Nurse Partnership staff. • Community Link Workers. • Cost of Living Guide for HSCP and third sector services. • Whole Family Wellbeing Fund and Community Wellbeing Fund. Whole Family Wellbeing Fund in Primary Care GCHSCP is expanding the Whole Family Support through General Practice programme, backed by £5.4 million over three years. It will extend support to 12 more GP practices, bringing the total to 24.	Contribute to the delivery of the annual Glasgow Local Child Poverty Action Plan	HSCP	

		The programme increases access to financial advice, trauma-informed support, youth health services and community-based interventions for families experiencing poverty and complex needs. Enhanced support includes: • Family Finance Advisors. • Family Wellbeing Workers within multidisciplinary teams. • Thrive Under 5 food and practical support. • Community Grants Fund support. • Additional Youth Health Service capacity. • Specialist trauma support. See the Whole Family Support through General Practice Programme Expansion report, presented to the IJB in May 2026. Whole Community Fund The fund supports children, young people and families in seven neighbourhoods served by 12 GP practices, targeting areas with significant inequalities. Support includes: • Training and support for staff, volunteers and families. • Peer support models. • Targeted support for dads, parents of disabled children and minority ethnic, asylum-seeking and refugee families. • Support to reduce barriers to activities and services. See the Glasgow Local Child Poverty Action Report 2024/25.			
--	--	---	--	--	--

	Access to financial advice and welfare rights advice	Welfare Advice Health Partnerships Scottish Government-funded Welfare Rights services operate across 79 GP practices and 21 GP clusters in Glasgow City. The service supports people in deprived communities by improving financial stability and helping to reduce health inequalities. 2024/25 Performance Despite reduced funding, demand increased by 9%. The service delivered strong outcomes, including: • 4,663 referrals received. • More than 11,500 cases generated. • £12 million secured in financial gains for clients. • £1.78 million of client debt managed. The Welfare Advice and Health Partnership model continues to demonstrate the value of providing welfare advice through General Practice, supporting earlier intervention and improved health and wellbeing outcomes. The 2024/25 Welfare Rights and Money Advice Performance Report was presented to the IJB's FASC in October 2025. 2025/26 Progress During Q1–Q3 2025/26, the programme remained stable despite funding pressures and continued high demand. Key activity included: • 3,164 referrals supported. • More than 12,000 cases managed. • £1.27 million secured in debt reconciliation, including £340,000 in housing-related debt and £858,000 in non-housing debt.	A slightly reduced WAHP service will continue to be offered via 79 GP practices until March 2026. A full report on all Welfare Rights and Money Advice Performance for 2024-25 can be found here Welfare Rights and Money Advice Performance Report 2024-25 Welfare Rights - Public Engagement Activity	HSCP	
--	---	---	--	------	---

		The 2025/26 Welfare Rights and Money Advice report is expected to be presented to FASC in October 2026.			
Contribute to work with public health colleagues in other HSCPs in the Greater Glasgow and Clyde area to reduce reliance on harmful substances.	Continue tobacco smoking cessation service	Glasgow City Community Quit Your Way Glasgow City Community Quit Your Way service (QYW) provide a variety of support options to suit client need/preference, including: • Telephone support • Face to face support (1:1s and group) in health centres and pharmacies • Digital support via the 'Smoke Free App'. The service also supports wider health and wellbeing needs through referrals for mental health, social isolation, addiction and financial issues. Progress has been made in implementing recommendations from the City QYW service review, with an Implementation Group and supporting subgroups established to improve process consistency, develop a new tiered service model, undertake a cost-benefit analysis of existing services, and introduce enhanced telephone and appointment-based systems.	Ongoing as Business as Usual. Continue with the work of the Implementation Group and subgroups.	HSCP	
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
Implement 'navigation hubs' to support patients seeking access to urgent / unscheduled care.	Promote alternatives to A&E	Board-wide and local programmes are helping people identify the most appropriate service to contact or attend for urgent, but non-emergency, health needs. This includes:	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	HSCP	

		• Promoting NHS 24 as the gateway to urgent care, including GP Out of Hours, Minor Injuries Units, community pharmacy and other alternatives to Accident and Emergency. • Increasing awareness of the role of community pharmacies, opticians and community-based services in managing urgent care needs that do not require attendance at Accident and Emergency. • Hospital at Home provides hospital-level care in a person's own home and continues to be a key alternative to hospital admission. • Call Before You Convey supports safe alternatives to hospital transfer for care home residents by providing clinical advice before conveyance decisions are made. Further information can be found in the Glasgow City HSCP Unscheduled Care Delivery Plan 2026-27.			
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.	Further develop Self Directed Support	Glasgow City Council's Personalisation and Self-directed Support Practice Guidance has been updated to reflect changes in practice, policy and Scottish Government guidance. A new SDS Step-by-Step Guide and GOLD eLearning module have also been introduced to support staff across Children and Families, Adults and Older People, and Carer Services. In September 2024, an IJB-approved paper confirmed Glasgow City HSCP's approach to prioritising resources for people with substantial or critical needs. This approach is based on strengths-based assessment, reablement and promoting independence.	Identify development opportunities to promote the use and effectiveness of SDS in enabling service users to meet their personal outcomes. 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. Continuous focus remains on enhancing workforce skills and	HSCP	

		Eligibility criteria and policies have not changed. The emphasis is on applying them consistently and simplifying access to social care support. Review of Access to Social Care Support The city-wide SDS Practitioner Forum, coordinated by the SDS Practice Development Lead, supports the sharing of best practice. The SDS Governance Group oversees compliance with policy and legislation. More information is available in the Chief Social Work Officer Annual Report 2024-25. The next annual report is expected to be presented to the IJB and WECCE later this year.	improving recording systems to maximise value for service users. The next CSWO annual report is expected to be presented to the IJB and WECCE later this year.		
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.	Develop further Partnership Working	Community Alarm and Telecare Service The Community Alarm and Telecare Service provides technology-enabled support to vulnerable citizens, helping them to live safely and independently at home. The service supports more than 8,300 people to live independently at home. The programme supports integrated working through regular engagement with health teams and the use of technology to facilitate timely discharge, reduce residential care admissions and provide seamless support across health and social care boundaries. Technology Enabled Care Services Association (TSA) Quality Standards Framework audit Glasgow City HSCP's Community Alarm and Telecare Service achieved full compliance	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. The HSCP will be undertaking an ongoing programme of awareness raising and training with our staff to ensure they are informed and confident about TECS solutions currently available.	HSCP	

		through the annual Technology Enabled Care Services Association (TSA) Quality Standards Framework audit, providing independent assurance on service quality and safety. Partnership working was a supporting theme within the audit report, noting that the service adopts a partnership approach and supports integrated working with health services, particularly through facilitating timely hospital discharge, reducing admissions to residential care and supporting people to live independently at home. Improvements during the year included a digital responder application to improve real-time coordination and continued progress in moving from analogue to digital telecare infrastructure. The full audit report was presented to the IJB Finance, Audit and Scrutiny Committee in January 2026 and is available on the HSCP webpage.			
	Implement a trauma informed practice approach	Trauma-informed service delivery and the rollout of STILT training are reflected in the IJB Workforce Plan, approved in November 2022, and the revised IJB Strategic Plan, approved in June 2023. Public Protection, Complex Needs, Homelessness and Asylum services are embedded within the Trauma Informed Support framework, with clear service representation and continued participation in STILT sessions.	Continue to implement a trauma informed practice approach and rollout of the Scottish Trauma Informed Leadership Training Training dates continue to be available.	HSCP	

		Recent activity includes STILT training for key leaders, promotion of trauma-informed support, staff reflection sessions led by the Complex Needs psychologist, and guidance for staff across Complex Needs, localities, residential homelessness, asylum and purchased services. The implementation plan is progressing with service management oversight and alignment with HSCC homelessness staff.			
Strengthen early support and intervention for children and young people in line with the aspirations of The Promise and ensure they are key partners in deciding upon the support they want and need	Whole Family Wellbeing Fund	The Whole Family Wellbeing Fund (WFWF) is a Scottish Government programme established in 2021/22. Glasgow City HSCP was asked to support the Primary Care element. A two-year pilot, approved by the Integration Joint Board in May 2024, initially involved 12 Deep End GP practices. Whole Family Support through General Practice Expansion GCHSCP is expanding the Whole Family Support through General Practice programme, backed by £5.4 million over three years. It will extend support to 12 more GP practices, bringing the total to 24. The programme increases access to financial advice, trauma-informed support, youth health services and community-based interventions for families experiencing poverty and complex needs. Enhanced support includes: • Family Finance Advisors. • Family Wellbeing Workers within multidisciplinary teams. • Thrive Under 5 food and practical support.	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 implementation of the Universal Pathway. Full details can be found on the HSCP website and in the paper approved by the IJB in January 2025	HSCP	

		• Community Grants Fund support. • Additional Youth Health Service capacity. • Specialist trauma support. The Whole Family Support through General Practice Programme Expansion report was presented to the IJB in May 2026. Chief Social Work Officer Annual Report 2024-25. The 2025/26 report is expected to be presented to the IJB and WECCE later this year. The 2024/25 Welfare Rights and Money Advice Performance Report was presented to the IJB's FASC in October 2025. The 2025/26 report is expected to be presented to FASC in October 2026.			
Continue the development and delivery of Earlier Intervention Family Support Services.	Promote comprehensive family support services.	Family Support Strategy 2024-2030 The Glasgow's Family Support Strategy 2024-2030, approved by the IJB in May 2025 and published in June 2025, supports partnership aims to improve outcomes, reduce inequalities and help children and young people remain safely within families and communities. Implementation promotes a city-wide preventative approach, focused on early intervention, whole-family support and partnership working to help families access support earlier and reduce reliance on intensive statutory intervention. Key priorities include: • expanding community-based family support;	Continue to implement the Family Support Strategy for 2024-2030	HSCP	

		• building collaborative neighbourhood networks; • embedding strengths-based, trauma-informed and poverty-aware practice; and • using family voice and lived experience to shape improvement. Whole Family Support through General Practice GCHSCP is expanding the Whole Family Support through General Practice programme, backed by £5.4 million over three years. It will extend support to 12 more GP practices, bringing the total to 24. The programme increases access to financial advice, trauma-informed support, youth health services and community-based interventions for families experiencing poverty and complex needs. Enhanced support includes: • Family Finance Advisors. • Family Wellbeing Workers within multidisciplinary teams. • Thrive Under 5 food and practical support. • Community Grants Fund support. • Additional Youth Health Service capacity. • Specialist trauma support. The Whole Family Support through General Practice Programme Expansion report was presented to the IJB in May 2026.			
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					
Action	Milestones (current)	Progress & Impact	Planned Activity / Route to Green	Lead Service	RAG

Continue our maximising independence work, work with disability organisations, and embed human rights in social care policy and practice.	Review approach to access to social care support	Engagement has taken place with external partners, including GCIL, GCVS and Glasgow Disability Alliance, to support a fairer and more equitable approach to accessing services within available HSCP resources. In September 2024, an IJB-approved paper confirmed Glasgow City HSCP's approach to prioritising resources for people with substantial or critical needs. This approach is based on strengths-based assessment, reablement and promoting independence. Eligibility criteria and policies have not changed. The emphasis is on applying them consistently and simplifying access to social care support. Review of Access to Social Care Support The city-wide SDS Practitioner Forum, coordinated by the SDS Practice Development Lead, supports the sharing of best practice. The SDS Governance Group oversees compliance with policy and legislation. More information is available in the Chief Social Work Officer Annual Report 2024-25. The next annual report is expected to be presented to the IJB and WECCE later this year.	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 identify/access appropriate supports. Approach began October 2024. Monitoring ongoing.	HSCP	
Continue to expand the access to and use of technology-based supports to enable people to live independently in their	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	Complete the programme to switch the technology used by recipients of technology enabled care services from analogue to digital telecare platforms	HSCP	

own homes with supports appropriate to their needs.		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.	Full A2D transformation target is end of 2026.		
	Further use of Technology Enabled Care and Support	Community Alarm and Telecare Service The Community Alarm and Telecare Service provides technology-enabled support to vulnerable citizens, helping them to live safely and independently at home. The service supports more than 8,300 people to live independently at home. The programme supports integrated working through regular engagement with health teams and the use of technology to facilitate timely discharge, reduce residential care admissions and provide seamless support across health and social care boundaries. <u>Technology Enabled Care Services Association (TSA) Quality Standards Framework audit</u> Glasgow City HSCP's Community Alarm and Telecare Service successfully achieved full compliance with the TSA Quality Standards Framework following implementation of a targeted improvement programme. Key achievements included improved alarm response times, introduction of the digital Responder App, strengthened performance monitoring and enhanced operational resilience, providing increased assurance regarding the quality, safety and effectiveness of the service The full audit report was presented to the IJB Finance, Audit and Scrutiny Committee in	Integration of the consideration of Technology Enabled Care and Support (TECS) as a core element of the assessment process	HSCP	

		January 2026 and is available on the HSCP webpage. The Community Alarm and Telecare Service has implemented a Digital Responder App which enables real-time deployment and monitoring of responder teams. The technology has improved operational efficiency by reducing calls to the Alarm Receiving Centre, supporting faster response arrangements and contributing to improved service performance and compliance with national quality standards.			
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.	Reduce Delayed Discharges	Intermediate Care services within GCHSCP continue to improve discharge pathways, reduce delays and support person-centred rehabilitation between hospital and home. Key improvements: • More planned discharges with clearer goals and rehabilitation pathways. • Improved joint working with hospital and acute teams to support earlier discharge planning. • Expansion of Discharge to Assess for people who no longer need hospital care. • Hospital at Home commenced on 27 January. • Call Before You Convey now supports care homes at weekends and public holidays. Further progress in commissioning arrangements and care home engagement is helping to address one of the most persistent barriers to timely discharge. Adults with Incapacity Delayed Discharges	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. Participation in Test of Change at QEUP, and renewed focus to implement Choices Protocol where families may delay discharge planning due to lack of availability in Care Home of choice The HSCP Chief Officer is leading a whole 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	HSCP	G

		There remains a continued focus on reducing delayed discharges for Adults with Incapacity. In 2025/26, the Scottish Government allocated funding to provide additional resources to reduce the impact of mental incapacity-related delays. A report presented to the IJB in March 2026 outlined how this funding would be used and set out the associated action plan. Adults with Incapacity Delayed Discharge Funding and Action Plan Unscheduled Care Delivery Plan 2026–27 The Glasgow City HSCP Unscheduled Care Delivery Plan 2026-27 continues to identify reducing delayed discharge as a key priority, with a focus on: • Investment to expand step-down and discharge-to-assess capacity, supporting safe moves from hospital to appropriate community settings. • Additional support for complex discharge coordination, multidisciplinary assessment and pathway development to improve patient flow and reduce hospital bed occupancy. • Targeted improvement work, including a planned 10% reduction in mental health delayed discharges and increased promotion of community-based alternatives to hospital care. Hospital at Home and Call Before You Convey – Progress Report - May 2025 Hospital at Home and Call Before You Convey – Progress Report – Nov 2025	monitor and enable private guardianship applications. Deliver the actions outlined in the Adults with Incapacity Delayed Discharge Funding and Action Plan		
--	--	--	--	--	--

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.	Reduce Delayed Discharges	GCHSCP continues to support people to live safely and independently at home through a range of community-based approaches, including Discharge to Assess, Hospital at Home and Call Before You Convey and multi-disciplinary partnership working. <u>Discharge to Assess (D2A)</u> The 2026-27 Unscheduled Care Delivery Plan supports continued investment in Discharge to Assess pathways to support timely discharge from hospital and reduce delayed discharge. The model enables individuals who are medically fit for discharge to leave hospital promptly, with longer-term care and support needs assessed within a community setting rather than an acute hospital environment. Continued investment in Discharge to Assess placements and associated step-down capacity is expected to improve patient flow, increase acute bed availability and support better outcomes for people transitioning from hospital to community-based care. <u>Hospital at Home</u> Following a review and refocus in November 2024, the original Hospital at Home service was replaced by a new community-led model. The Hospital at Home service continues to provide hospital-level care within community settings, supporting people to receive treatment at home where clinically appropriate and reducing the need for hospital admission or prolonged inpatient stays. The 2026-27 Unscheduled Care Delivery Plan includes continued investment in the service, including support for 15 respiratory beds, with the aim of reducing	Continue implementation and review of the Discharge to assess process, using care home placements to undertake patient assessment outwith acute settings. 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 Continue the use of Intermediate Care & Discharge to Assess, and collaboration with HSCP owned residential beds to improve pathways and reduce delays. During 2026-27, the Call before you Convey service will be enhanced to provide weekend support to additional large-scale care homes, achieving full coverage across Glasgow City HSCP-managed care homes. This will support admission avoidance and ensure residents can access appropriate care and support in the most suitable setting.	HSCP	
---	---------------------------	--	---	------	---

		pressure on acute services and contributing to hospital bed-day savings. <u>Call Before You Convey</u> Call Before You Convey supports safe alternatives to hospital transfer for care home residents. The 2026-27 Unscheduled Care Delivery Plan includes continued investment in the Call Before You Convey service which will support the expansion of clinical advice and decision-making pathways for care homes, helping to avoid unnecessary conveyance to hospital. <u>Partnership Working</u> 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.			
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.	Progress strategy to focus on importance of mental well-being in recovery from pandemic	A full update on Health Improvement activity is available in the Annual Report below. Health Improvement Annual Report 2024-25 Following recommendations from the Socially Connected Glasgow Strategy, including those on charitable funding, a refreshed Funders in Glasgow Forum has been established. The forum brings together national, local and Glasgow-based funders to maximise impact and reduce duplication across the city.	Support the implementation of the “A Socially Connected Glasgow” strategy	HSCP	

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
Progress initiatives that prevent and reduce the risk of homelessness	Progress work to reduce homelessness	Prevention and Resettlement Hubs GCHSCP continues to fund the Private Rented Sector Hub, which works with partners to support private tenants, particularly families affected by poverty and welfare reform, and helps prevent homelessness in line with the RRTP. The HSCP established three Prevention and Resettlement Hubs with 12 housing associations to identify households at risk earlier and provide community-based support to sustain tenancies. Glasgow City HSCP's 10-Year Temporary Accommodation Strategy To address the continued challenges facing Homelessness Services, the HSCP have worked with a range of stakeholders, including leading housing consultants Arneil Johnston, to develop a 10-year Temporary Accommodation Strategy, approved by the IJB in May 2026. The Strategy sets out how City partners will work in collaboration over the next 10-years to deliver a temporary accommodation model to transform homelessness services in Glasgow. The strategy aims to: • Secure a sufficient supply of dispersed accommodation across Glasgow. • Reduce the need for temporary accommodation through homelessness prevention and settled housing solutions.	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	

		• Deepen partnerships with social landlords to improve access to settled housing. • End the routine use of B&B accommodation through rapid-access support services. • Reshape interim accommodation into smaller, psychologically informed support environments. A Glasgow City HSCP Temporary Accommodation Strategy - Consultation and Engagement paper was presented to the IJB Public Engagement Committee in February 2026. Rapid Rehousing Transition Plan (RRTP) The Rapid Rehousing Transition Plan 2026-27 Spending Proposals report, presented to the IJB in May 2026, outlines that Glasgow City HSCP continues to deliver positive outcomes through the Rapid Rehousing Transition Plan, supporting homelessness prevention, reducing reliance on temporary accommodation and increasing access to settled housing.			
	Progress work to reduce homelessness	Rapid Rehousing Transition Plan 2026-27 The Rapid Rehousing Transition Plan 2026-27 Spending Proposals report, approved by the IJB in May 2026, sets out the use of £2.507m of RRTP funding for 2026/27, comprising £1.451m Scottish Government funding and £.056m of existing reserves, to support delivery of homelessness prevention and rapid rehousing priorities across Glasgow. Funding will primarily be used to sustain existing frontline homelessness services and	The HSCP will continue to lobby Scottish Government to ensure continued funding for RRTPs, or an alternative funding stream, to safeguard the key posts.	HSCP	

		staffing, including housing options, homelessness prevention, temporary accommodation, Housing First, social care and tenancy sustainment functions that have contributed to improved outcomes for homeless households. The proposals include investment in a new Assistant Service Manager (Training and Interim Accommodation) post to strengthen workforce development, support trauma-informed practice and improve resettlement pathways from supported accommodation. A key strategic risk remains the uncertainty of future RRTP funding beyond 2026/27. The HSCP will continue to lobby Scottish Government to ensure continued funding for RRTPs, or an alternative funding stream, to safeguard the key posts.			
	Progress work to reduce homelessness	Rapid Rehousing is identified within Scotland's Ending Homelessness Together action plan as the key approach to ending homelessness. The rapid rehousing approach involves preventing homelessness, where possible, but if homelessness occurs, ensuring households are provided with settled accommodation as quickly as possible. Rapid Rehousing Transition Plan (RRTP) The Rapid Rehousing Transition Plan 2026-27 Spending Proposals report, presented to the IJB in May 2026, outlines that Glasgow City HSCP continues to deliver positive outcomes through the Rapid Rehousing Transition Plan, supporting homelessness prevention, reducing reliance on temporary	The HSCP will continue to lobby Scottish Government to ensure continued funding for RRTPs, or an alternative funding stream, to safeguard the key posts.	HSCP	

		accommodation and increasing access to settled housing. During 2025/26, homelessness prevention activity remained strong and record levels of social housing lets were secured for homeless households through effective partnership working with housing associations. Funding for 2026/27 will sustain key prevention, resettlement and trauma-informed services, while supporting continued implementation of the city's wider homelessness transformation and temporary accommodation objectives. Key achievements reported include: - Continued success in homelessness prevention, with only around 50% of households approaching services progressing to a homelessness application during 2025/26. - Record levels of settled housing outcomes, with more than 55% of social housing lets allocated to homeless households through partnership working with housing associations. - Ongoing investment in trauma-informed practice, housing options, tenancy sustainment, money and debt advice, and specialist homelessness services.			
	Progress work to reduce homelessness	Wayfinder 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. The HSCP, in partnership with Homeless Network Scotland, has launched Phase 2 of the All in for Glasgow Wayfinder Programme.	Continue to work with Wayfinder providers to extend the support to housing association tenants at risk of homelessness	HSCP	

		The programme will support the redesign of homelessness supported accommodation services through engagement with third sector organisations and people with lived experience of homelessness. Further information is included in the Rapid Rehousing Transition Plan 2026-27 Spending Proposals report, presented to the IJB in May 2026.			
Support the Glasgow Alliance to End Homelessness and their work to improve homelessness services in Glasgow, support Housing First as a model and reduce use of temporary accommodation.	Progress work to reduce homelessness	The Alliance to End Homelessness is no longer operating, as it did not deliver the intended objectives. This led to the “All in for Glasgow” approach, which developed the Wayfinder housing support model. See item above.		HSCP	
Implementation of Glasgow City IJB's first Domestic Abuse Strategy.	Support victims of domestic violence	Glasgow City HSCP Domestic Abuse Strategy 2023-2028 Implementation of the Glasgow City HSCP Domestic Abuse Strategy 2023-2028 continues to progress positively, with strengthened workforce capability, partnership working, early intervention approaches, and improved support pathways for individuals affected by domestic abuse. Continued work is underway to enhance performance monitoring, staff development, and intervention options for people who cause harm. Key achievements include: • Expansion of workforce development through SafeLives, Safe and Together, Homicide Timeline and specialist	Continue the implementation of the Domestic Abuse Strategy 2023-2028	HSCP	

		homelessness training, increasing staff confidence and consistency in responding to domestic abuse. • Strengthened multi-agency working through MARAC, improved information sharing arrangements, and enhanced partnership work with housing providers to support prevention and risk management. • Increased early intervention and prevention activity, including routine enquiry across care groups, targeted support tools for children and families, and enhanced support for refugee women and children. • Improved identification, recording and support pathways through Health and Social Care Connect, Homelessness Services and Justice Services, supporting earlier intervention and more responsive service planning. • Enhanced organisational learning and assurance through audits, service evaluations and lived experience feedback, with evidence of positive culture and practice improvements following implementation of the Safe and Together model A full progress report was presented to the IJB in May 2026.			
Support local and national efforts and a public health, evidence based approach to tackling drug deaths.	Support the Scottish Government's ambition to enable the consistent delivery of safe, accessible, high-	The Thistle The Thistle, the first Safer Drug Consumption Facility (SDCF) in Scotland and the United Kingdom, is located at Hunter Street. The service opened in January 2025 and operates 9am to 9pm every day, 365 days of the year.	Evaluation and community engagement ongoing. The Thistle - Safer Drug Consumption Facility - Engagement Update to IJB Public Engagement Committee	HSCP	

	quality drug treatment and deliver initiatives and priorities to tackle the harm caused by alcohol and drugs in the city.	<u>Data up to end of July 2026</u> Since opening to end of July 2026, The Thistle has been accessed 21,171 times by 781 individuals. Nursing staff within the Using Space have supervised 14,718 injecting episodes, with people injecting cocaine, heroin or both. Staff within the service have responded to 194 distinct / unique medical emergency episodes. Drug Checking Service 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 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. February 2025 update to the IJB The Thistle - Service Data https://glasgowcity.hscp.scot/news/thistle-exceeds-expectation-latest-figures-provided	Secure final funding from Scottish Government/Corra to procure necessary equipment. 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	What's at Stake: Glasgow's Stories of Harms and Recovery GCHSCP Health Improvement in partnership with Public Health Scotland commissioned a Glasgow-based creative arts organisation to	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	

	are at risk of experiencing harm in our city to ensure protection from harm	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. Whats at Stake; Glasgow's Stories of Harms and Recovery Gambling Levy Funding – The Glasgow Project Glasgow has secured £3.44 million of UK Gambling Levy funding over three years (2026/27 to 2028/29) to deliver The Glasgow Project, a city-wide partnership programme aimed at preventing and reducing gambling-related harm through a whole-system public health approach. The programme will be managed through the HSCP on behalf of the Glasgow Community Planning Partnership. Key developments include: • Establishment of a dedicated multi-agency gambling harms prevention team and re-establishment of the Gambling Harms Partnership to coordinate activity across the city. • Expansion of prevention and early intervention initiatives, including gambling harm education in schools and youth services, enhanced support for young people, and public awareness campaigns to reduce stigma and improve access to support.	Implementation of The Glasgow Project.		
--	--	---	---	--	--

		• Introduction of specialist financial inclusion and debt support services for people affected by gambling-related harm, supported by workforce training and integration into existing community support pathways. • Delivery of targeted community-based interventions in areas most impacted by gambling harm, alongside lived experience engagement and support for grassroots initiatives. • Investment in data, evaluation and shared learning to strengthen understanding of gambling harms and inform future service development Full details are available in the report presented to the IJB in May 2026			
--	--	--	--	--	--

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 at the right time through more straightforward and timely signposting and information for those looking for support within their communities.	Embed Health and Social Care Connect service	Health and Social Care Connect launched in November 2022, covering Children and Families, Homelessness, and Adults and Older People Social Work Services. The Support Enquiry is now integrated into the Adults and Older People online referral process, with improvements encouraging the public and professionals to access appropriate community and third-sector support where statutory involvement is not required. The telephone IVR message has been updated to reinforce the Support Enquiry approach, promote Maximising Independence and encourage greater use of	Monitor and review the Health and Social Care Connect service	HSCP	G

		third-sector services and community resources. Referral and triage pathways have been revised across all care groups, supported by stronger third-sector relationships. Referral reasons and outcomes can now be captured through the performance dashboard. The Adults and Older People and Occupational Therapy Proportionate Assessment tool has been reviewed and updated to align with Maximising Independence language. Development of the new HSCC website is progressing across care groups. Resource directory information is also being reviewed for inclusion in the developing ALISS directory, complementing existing online information and self-service support. A recent service review has resulted in changes to staffing and scope, supporting access to the right service at the right time while reducing duplication and streamlining processes. Demand continues to increase, with HSCC receiving an average of approximately 5,400 referrals each month			
--	--	---	--	--	--

	Launch Alcohol and Drug Recovery Services	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 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. 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. Expansion of Health and Social Care Connect to move to an integrated service will include consideration of ADRS service provision.	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 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.	HSCP	
--	---	---	---	------	---

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 ensuring young carers voices are being heard within health and social care decision making structures.	Continue to support carers	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. The Scottish Government had laid before parliament a Statutory Instrument to amend the Public Bodies (Joint Working) (Scotland) Act 2014 to extend IJB voting rights to service user, unpaid carer and third sector representatives.	Support carer representation on the Integration Joint Board and Public Engagement Committee	HSCP	

		Further information is available in the Extension of Integration Joint Board Voting Rights paper presented to the IJB in June 2026 .			
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.	Continue to support carers	Since 2022, the IJB has increased foster and kinship care support, including enhanced assistance for children below SRA levels, higher foster carer fees, and full SRA rates with holiday and birthday payments backdated to April 2023. In June 2025 the HSCP received confirmation from the Scottish Government that the Programme for Government commitment to an inflationary increase in the Scottish Recommended Allowance rate to foster carers and kinship carers would be provided. This enabled an inflationary increase in the SRA rate, backdated for carers to 1 st April 2025. A full update can be found in the report presented to the IJB in May 2026 - Scottish Recommended Allowances for Kinship and Fostering Services. Foster Care Investment The Family Support Strategy and the continued focus on prevention and early intervention, supporting families to stay together wherever safe and possible, has seen a steady reduction in the number of children and young people requiring foster care over the last 8 years. However, Glasgow City HSCP is experiencing a sustained shortfall in foster carers, with demand consistently exceeding supply over recent years. This reflects a national trend	Kinship carers allowance package Implement investment outlined in foster care paper.	HSCP	

		but is particularly acute locally, where the number of fostering households has declined steadily and is projected to continue to reduce. In June 2026 the IJB approved a revised financial and retention package comprising: • an increase in weekly fostering fees of £100; • an annual review of fees linked to the Scottish Living Wage; • a £2,000 referral incentive for existing carers, capped at a total spend of £30,000 per year (recruitment of 15 foster carers); and • a retention payment equivalent to one additional week's fee following annual review. Further information is available in the report presented to the IJB in June 2026.			
--	--	---	--	--	--

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

Commitment: 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	Glasgow Life operates a total of 109 venues and outdoor facilities on behalf of Glasgow City Council, which includes one Head Office and venues that are currently closed • Cardonald Library and Whitehill Pool (Reinforced Autoclaved Aerated Concrete (RAAC)); • Ruchill Community Centre (insufficient funds for required remedial works); and	Whitehill Pool A Glasgow Life and Glasgow City Council agreed approach is now in place to progress the next stage of analysis for Whitehill Pool. Council budget provision will support the appointment of external professional advisers to develop the	Glasgow Life	A

		Langside Library and the People's Palace and Winter Gardens (Refurbishment). Recommendations for the future of Ruchill Community Centre were approved by the City Administration Committee on 22 May 2025. Cardonald Library: The planning application for the Cardonald Library project was formally submitted on 13 July 2026, representing a significant milestone in progressing the statutory approvals required to support the RAAC roof replacement and wider improvement works. Other statutory approvals continue to be progressed alongside the wider technical design and procurement programme. Project information was provided online and through posters displayed in the library from August 2026. Communications continue to signpost residents to alternative library services and activities while the library is closed.	proposal further. This work will be informed by the existing options appraisal, the emerging aquatics plan and input from the Glasgow City Region Intelligence and Innovation Hub, to ensure the next stage is underpinned by robust evidence and strategic alignment. The primary output from this phase will be a Strategic Business Case, assessing the feasibility of shortlisted options, long-term capital and revenue implications, and the evidence base required to inform future decisions. Further updates will be provided as the Strategic Business Case progresses, with stakeholder communications managed in line with the agreed approach.		
Support the delivery of a new Baillieston Community Hub	New Pedestrian Crossings mid-2027 Building Warrant application Stage 1 of 4 submitted Billing & Tender activities programmed for Q2 2026 Target date for commencement of construction – October 2026	Tender returns have been received and are currently being reviewed with early assessments highlighting that there exists a significant affordability pressure against the approved £15.68 million allocation. Additional funding options are being explored, including further Community Growth Fund, ENV2, Community Hubs Fund, Area Committee, developer contribution and energy-efficiency routes. A £3.8m RCGF application has been submitted for consideration with Scottish Government. Planning approval remains awaited.	The route to green remains dependent on closing the funding gap, confirming procurement and value engineering options, and securing GCC governance approval. Once these matters have been concluded, a Committee Report will be prepared and submitted to the City Administration Committee for consideration and approval. While the target construction commencement date was October 2026, this will likely be delayed pending the outcome of securing additional funding and approvals.	Glasgow Life	

Commitment: Support the development of Glasgow's Cultural Strategy which will include supporting the consideration of how funding for culture is distributed in the city.

Action	Milestones (Current)	Progress and Impact	Planned Activity 2026	Lead Service	RAG
Support the delivery of Glasgow's Culture Strategy	Further and Higher Education Collaboration Event – October 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. 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. Glasgow's Culture Strategy objectives were embedded in the planning, development and delivery of the 2026 Commonwealth Games Festival. The Culture Forum and working groups supported events including the Glasgow Film Festival and the People's Palace Pop Up for Glasgow 850 celebrations.	A Culture Impact Report has been drafted and is in stakeholder review and feedback phase, with data collection due to commence in September 2026. Planning is underway for a Further and Higher Education Collaboration Event in October 2026, bringing together colleges, universities, cultural organisations and partners. Engagement with key partners is ongoing to ensure the event identifies opportunities for future collaboration on creative skills, employability and workforce development.	Glasgow Life	

Commitment: 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	The Events Action Plan 2024 - 2027 supports the delivery of the Glasgow Events Strategy 2035 which was approved by the <u>City Administration Committee in October 2024</u>. Actions have been progressed under three strategic priorities: 1. Right events for Glasgow • 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. 2. Great to do business with • 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 maximise the positive impacts of events in the city. • 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. • Introduced first ever Event industry survey completed, highlighting confidence in Glasgow's future and areas of interest to learn more. • Finalised updated subvention funding application form and guidelines to be available online to ensure transparency. • Facilitated opportunity for Glasgow event organisers to be part of Glasgow 2026 to support knowledge transfer.	Ongoing work in the delivery of the Action Plan includes: • Taking opportunities for advocacy and promotion of Glasgow events and the city as an event destination. • Finalising 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. • Introducing sustainability practices including a carbon calculator to be used on events. • Undertaking a city venues and spaces optimisation review to identify opportunities to build the future pipeline. • Producing an Industry Engagement & Development Plan in collaboration with the Glasgow Events Sector Industry Group (GESIG).	Glasgow Life	G

		3. Protect today and tomorrow • 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. • Initiated discussions to develop an industry capability plan, including supply chain development.			
Commitment: 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 Strategy	Action Plan – Summer 2026	Glasgow's Physical Activity and Sport Strategy was adopted by the city at the <u>City Administration Committee (CAC) on 27 February 2025</u> and launched in June 2025 as the first city-wide systems-based strategy using the Public Health Scotland framework. Governance and action planning: Regular meetings of the Steering and Working Groups occurred in July 2026, and in May 2026 an event was held at Tollcross Leisure Centre where system leads presented strategic themes and engaged stakeholders to identify contributions, existing partnerships, and key contacts for action plan delivery. Monitoring and strategic alignment: Collaboration with the University of Glasgow and Glasgow City Council is ongoing to develop a monitoring and evaluation framework, with sub-systems identifying 7 to 8 high-level KPIs. A workshop is planned to align objectives, resources, and partnerships to ensure focused and impactful delivery. Get Active Glasgow Fund impact: Launched in October 2025, the fund supports not-for-profit clubs and	Development of the Action Plan to support the strategy with key partners will be complete in September 2026. The focus will be on eight key priorities to increase activity and reduce inequality • communities, places and spaces • active travel • sport and recreation for all • health and social care • places of learning • workplaces • communication and public engagement and • active systems. Progress against the action plan will be reported to the Glasgow Public Health Oversight Board. Performance will be monitored through the strategy action plan, using action tracking, output indicators and	Glasgow Life	

		community groups targeting underserved populations, awarding £265,471 to 79 projects citywide, reaching 22 of 23 council wards, with diverse funded organizations across all city areas. Glasgow Life currently offers a number of existing programmes offering free access to Under 16s: • Free family swimming sessions (including ASN) at specific times during school holidays. • Free family indoor court bookings at specific times during school holidays. • 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.	broader outcome indicators to assess progress and impact. Support from the Health Determinants Research Collaboration (HDRC) will help strengthen the monitoring and evaluation approach through future working and steering group discussions. Public Health Scotland's systems-based evaluation approach will support the assessment of the strategy impact and the Active Systems theme. Work is progressing on an internal KPI dashboard to track theme-level performance, identify issues and support escalation where required. A separate external dashboard is being considered to share high-level strategy outputs and support partner engagement. Next Steps Refine the monitoring and evaluation framework with HDRC input. Agree KPI reporting frequency and update responsibilities. Develop internal dashboard reporting and escalation routes. Define the scope and hosting arrangements for an external dashboard.		
--	--	---	--	--	--

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	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	Vision for Glasgow Libraries Action Plan 2026-28	The action plan for the final two years of the Vision for Glasgow Libraries was updated and completed in May 2026. It reflects the ongoing priorities, ambitions and service delivery aspirations for the period ahead. Recent activity has included: Wee Write Book Festival was delivered in March 2026, providing a targeted programme for families, schools and nurseries. The education programme engaged 2,681 pupils across 43 events delivered in schools, libraries and at the Emirates Arena, while the Family Day at the Mitchell Library attracted 1,004 attendees across 20 events. 11 volunteers donated a total of 60 hours to the Family Day supporting and enhancing the customer experience The We Make Music Libraries programme was relaunched at the Mitchell Library (incorporating a volunteering programme) and expanded to include Ibrox Library. The programme provides free access to musical instruments through a lending model, supporting inclusive participation in music while contributing to sustainability and the circular economy. There have been 22 ‘Have your say’ community engagement sessions held across Glasgow Libraries, with others set up for all remaining venues. ‘Chosen by you’, participatory budgeting sessions are ongoing with six having taken place since February 2026. Sessions enable library users (and non-users) to shape services and delivery to suit local and citywide need.	Aye Write and Wee Write book festivals are scheduled for March 2027 and will provide inclusive cultural programming for audiences of all ages. Through the Living Knowledge Network (starting in October), Glasgow Libraries will deliver Agatha Christie themed exhibitions and programming across the Mitchell and community libraries. Screenings of ‘The People’s Emergency Briefing’ will provide public and staff audiences with accessible, evidence-based climate change information through facilitated sessions. Delivered in partnership with Education Services, the Sharing Stories programme will strengthen early years literacy by supporting parents and carers of children aged 3–5 to build confidence in sharing stories, books and songs at home. Glasgow Libraries will train practitioners across 15 early years settings and quality assure delivery to ensure a consistent, high-quality programme.	Glasgow Life	

		Phase 2 of the Equality, Diversity and Inclusion Change Making Leadership and Practice Development programme progressed in 2026, including the Design Thinking in Libraries intensive programme and research-led visits to Helsinki and Aarhus for eight participants. Content was developed, and delivery initiated, for an 'AI for employability' short course that builds digital confidence, supports safe and informed use of AI, and strengthens employability skills.	The refurbished Langside Library will reopen in early 2027, with the build, garden space and services shaped by targeted consultation with local groups, ensuring the library and services reflect local priorities and needs. The Home Library Service Review is underway, with the Social Impact Report and evaluation due by the end of November 2026.		
--	--	--	---	--	--

Commitment: 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 Palace and Winter Gardens	Round 2 NHLF application submitted - May 2026 Decision on Round 2 NLHF application - end of September 2026	Glasgow City Council's Neighborhoods, Regeneration and Sustainability, Property Consultancy Services Team have concluded the Royal Institute of British Architects (RIBA) Stage 3 Building Spatial Design. They have submitted these design proposals to Glasgow City Council Planning Section as part of a Listed Building Consent application. An Executive Technical Architect Team have been procured to develop these proposals through the RIBA Stages 4 and 5 to complete technical and construction designs. City Building Glasgow have completed the soft strip out works, and this has allowed further investigative surveys to be undertaken. A Stage 2 Delivery funding application (for £9.15 million) was submitted to the National Lottery Heritage Fund on 28 May 2026.	Following the completion of RIBA Stage 3 the overall project budget is £50.86 million with a reopening date set at December 2029. The overall funding model relies on support from Glasgow City Council, National Lottery Heritage Fund, the Scottish and UK Governments, and a wider capital fundraising campaign targeting Trusts, Foundations, Corporates, and private and public philanthropic giving. The campaign is currently in a private fundraising phase and will move to a public fundraising phase in 2028. Delivery phase work will ensure Glasgow's diverse communities are represented as the project progresses, and will inform the next stages of activity.	Glasgow Life	

		The Scottish Government have pledged up to £14 million towards the refurbishment of the People's Palace and Winter Garden. Link here. A paper was presented to the City Administration Committee on 3 September 2026 and a further £5 million capital investment was approved by Glasgow City Council	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. Procurement is underway for the Exhibition Design and Delivery Team, who will support the project through the Delivery Phase, providing design, technical, construction and cost management expertise. In line with the current programme, the team is expected to join the project in early 2027.		
--	--	---	---	--	--

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

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	October – December 2026 Shop front design guide published. Heritage Interpretation Framework completed.	Uncovering Sauchiehall Street: Two Heritage Artists in Communities commissions have been made: Josie Ko looking at nights out – pubs and club culture and Keira Mclean and Henry Bell exploring the history of the M8. A small community grants scheme has been launched closing in September with £70k of funding available. Animating Sauchiehall Street: Three events have taken place on the street thus far in 2026. A new year parade, performance and ceilidh to celebrate the Lunar New Year in March, the Street Music Day in collaboration with Nice N Sleazy and RCS in May and a heritage play weekend with Glasgow Building Preservation Trust in June.	Uncovering – public facing activity for Heritage Artists in Communities will be underway. Community grants will be awarded with activity taking place from October. Animating - cinema programme with a month of events on the street in September 2026/ A programme of live talks and events in the Project Space is ongoing including Mod activity.	Glasgow Life	G

	Marketing strategy completed. Youth members recruited for board. Draft timeline and priorities beyond 2027. McLellan repair works underway. Housing feasibility underway.	Collective Architecture and Bright White have been commissioned to create a Heritage Interpretation Framework for the District – bringing the streets stories to life. Renewing Sauchiehall Street: rot repair works are underway for McLellan Galleries with tender out through Hub West for other works; additional funding is being identified. A tender for affordable housing feasibility is being drafted. A conservator tender for the Cameron Memorial Fountain is out and creation of a design guide for shopfronts is underway. The recruitment programme across Glasgow Life and Glasgow City Council teams has been completed with the team expanding from 3 to 9. A new governance model has been implemented with youth board members recruitment underway.	Heritage Interpretation programme will begin in line with new framework. Renewing Works will begin in McLellan Galleries and Heads of Terms for tenants agreed. The brief for renewal of GRCH steps will be agreed.		
--	--	--	--	--	--

Case Study HSCP

Case study title	Strengthening Communities Through Place-Based Health Improvement
Commitment	HSCP 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	Deliver the activity outlined in the Health Improvement Strategy 2023-2028
Milestone	
RAG rating	Green
Synopsis	Glasgow City Health Improvement teams strengthened place-based working to address health inequalities in communities experiencing high levels of deprivation. Working with community, voluntary and statutory partners across the North East, North West and South of the city, the programme supported local networks, community-led initiatives and collaborative action on priorities including food insecurity, youth wellbeing, social cohesion and community growing. Outcomes included stronger partnerships, increased community participation, enhanced access to funding opportunities, expanded local services and improved mechanisms for sharing knowledge and resources. The work demonstrates how coordinated, place-based approaches can support healthier, more resilient and connected communities.
The Challenge	Health inequalities continue to have a significant impact on communities across Glasgow, particularly in areas experiencing high levels of deprivation. The Glasgow City Health Improvement Strategy 2023–28 identifies the need to reduce health and social inequalities through targeted action that responds to the specific needs, priorities and aspirations of local communities. The strategy recognises that improving health outcomes requires a comprehensive approach that addresses the wider determinants of health while supporting population groups at greater risk of poor outcomes, including those affected by poverty, stigma, discrimination and complex health issues. Following approval of a refreshed place-based approach within Glasgow’s Community Plan 2024–34, there was a need to review and strengthen local partnership working to ensure activity remained community-led, responsive and effective.
The Solution	Health Improvement teams across Glasgow adopted a place-based approach that focused on strengthening local partnerships, supporting community-led action and improving coordination between statutory, voluntary and community organisations. Key activities included: - Supporting the North East Growers Network, bringing together community groups to develop growing skills, share knowledge and access funding opportunities. - Facilitating Hubcap Network events, creating opportunities for over 50 organisations to share local intelligence and coordinate responses to emerging issues affecting young people. - Participating in the People’s Palace and Winter Gardens Community Partners’ Panel, ensuring community voices informed redevelopment plans. - Developing and supporting local partnership networks in Milton, Possilpark and Ruchill, enabling organisations and residents to work collaboratively on local priorities.

	Establishing Sustain Govanhill & East Pollokshields, a partnership group focused on food, growing, biodiversity, emergency food provision and community capacity building.
The Impact	The place-based approach delivered a range of positive outcomes across communities: North East The North East Growers Network delivered seasonal workshops that engaged local residents in activities including willow coppicing, wreath making and harvest celebrations. More than 24 community partners participated throughout 2025, strengthening knowledge sharing and increasing opportunities for community growing. Distribution of seasonal growing packs supported year-round participation and wider community engagement. Hubcap Network events brought together over 100 professionals from more than 50 organisations supporting young people experiencing the greatest inequalities. This strengthened partnership working, increased collaboration and generated valuable local intelligence on issues including mental health, multiple risk behaviours, digital harms and the impact of poverty and the cost-of-living crisis. Additional positive outcomes included: - Increased engagement from New Scots. - Expansion of youth provision in communities such as Easterhouse. - Young people progressing into employment and volunteering opportunities. - Improved staff wellbeing through mindfulness and peer support activities. The Health Improvement Team also contributed to community-led redevelopment planning for the People's Palace and Winter Gardens, helping ensure local priorities informed future investment and development. North West The Connecting Communities Network in Milton continued to strengthen relationships between organisations and community groups, creating opportunities for collaborative working and information sharing. Its achievements were captured within the Celebration of Milton Report, completed in December 2025. In Possilpark and Ruchill, partners worked together to address priorities including community identity, social cohesion and food poverty. Collaborative activity with local community councils resulted in the re-establishment of a shared community noticeboard, improving communication and community connectivity. Partners recognised the value of Health Improvement's role in coordinating and sustaining the network. South Engagement with elected members and community, voluntary and statutory organisations identified strong support for a coordinated local approach to food-related activity in Govanhill and East Pollokshields. This led to the establishment of Sustain Govanhill & East Pollokshields. The partnership developed an action plan focused on greenspace, growing and biodiversity, emergency food provision and training opportunities. Members successfully secured funding through the Health Improvement Community Food & Growing Fund and were supported to access wider funding opportunities linked to the City Food Plan and the Good Food Nation Act (2022).

Sustaining the Approach	Long-term sustainability is being supported through the development of local networks, community leadership and partnership structures that enable organisations to work together around shared priorities. Ongoing collaboration across statutory, voluntary and community sectors is helping to build local capacity, secure resources and maintain momentum. The continued review of place-based activity, aligned to Glasgow’s Community Plan 2024–34, will inform future recommendations and help ensure Health Improvement resources remain focused on areas of greatest need and opportunity.
--------------------------------	--

Case study title	Coordinated Family Support Services
Commitment	HSCP 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	Continue the development and delivery of Earlier Intervention Family Support Services.
Milestone	Promote comprehensive family support services.
RAG rating	Green
Synopsis	A family with four children, including a youngest child with severe global developmental impairment and significant physical disability, was referred to a Family Worker by their GP following difficulties relating to unsuitable housing, financial pressures, caring responsibilities and visa-related restrictions. The Family Worker coordinated support from GEMAP, social work, Glasgow Life, health visiting services and education services. Interventions included electricity and medicine vouchers, referrals to community activities, liaison regarding a suitable bed for the youngest child, and support to coordinate housing and education-related issues. The family reported feeling supported by the Family Worker's continued involvement, while housing concerns and the absence of an available specialist school placement remained unresolved.
The Challenge	A two-parent family with four children moved to Glasgow from England four months ago for work. The family consists of two older sisters, a 10-year-old son, and a youngest child with severe global developmental impairment and significant physical disability. The family lives in a small two-bedroom, second-floor flat with no lift access. Some of the children share beds. The father is the sole earner and has a work visa. The mother is not currently entitled to benefits because of the family's visa status. The family reported experiencing: • Overcrowded and unsuitable housing. • Financial pressures, including paying £800 per month in rent. • Challenges associated with caring for their youngest child, including carrying the child upstairs to the second-floor flat. • No school placement for the youngest child. • Difficulties accessing support because of visa restrictions. • Health concerns, including headaches and chest pain experienced by the mother and high blood pressure experienced by the father. • High levels of stress associated with housing, finances and caring responsibilities. • The family described their circumstances as "hard" and "very stressful".
The Solution	A referral was made by the family's GP, resulting in support from a Family Worker (FW). The Family Worker: • Connected the family with GEMAP, which provided vouchers for electricity and medicine. • Arranged a referral to a social worker. A social work assessment of the family's living situation was completed. • Referred the family to a named contact at Glasgow Life, who began arrangements for access to a local swimming club and other leisure activities for the children. • Liaised with the health visitor regarding obtaining a suitable bed for the youngest child. • Maintained contact with the family through messages and appointment reminders.

	Continued to work with other professionals in an effort to secure more suitable housing and coordinate further support. The Local Education Authority also visited the family to assess the youngest child's needs and recommended a specialist school placement.
The Impact	At the time of the interview: - The family had received vouchers to assist with electricity and medicine costs. - Information and arrangements had been provided regarding swimming and leisure activities through Glasgow Life, although these activities had not yet started. - The Local Education Authority had assessed the youngest child's needs and recommended a specialist school. - Discussions were ongoing regarding obtaining a suitable bed for the youngest child. - The family reported feeling supported by the continued involvement of the Family Worker. The mother stated: "FW has done well. She's really trying. Yes, she's helpful." The family also reported that the Family Worker continued to follow up actions and maintain contact. The case study noted that tangible improvements remained limited because of ongoing issues relating to housing, visa restrictions and the lack of an available specialist school placement.
Sustaining the Approach	At the time of the interview, the Family Worker remained involved with the family and continued to: - Maintain communication through messages and appointment reminders. - Liaise with the health visitor regarding a suitable bed for the youngest child. - Coordinate with professionals to seek further support. - Continue efforts to secure more suitable housing. - Support access to leisure opportunities through Glasgow Life. The family remained in contact with the Family Worker and further actions were ongoing.
Lessons Learned	- A GP referral enabled access to support from a Family Worker. - Support involved several organisations and services, including GEMAP, social work, Glasgow Life, the Local Education Authority and health visiting services. - The Family Worker provided practical support, made referrals and maintained ongoing contact with the family. - The family identified continued support and communication from the Family Worker as positive aspects of the intervention. - Some actions had been initiated but were not yet complete at the time of the interview, including leisure activities, the provision of a suitable bed, a specialist school placement and efforts to secure more suitable housing. - The family continued to experience challenges related to accommodation, finances, caring responsibilities and visa-related restrictions.

6. Policy and Resource Implications

Resource Implications:

Financial: No direct financial impacts as a result of the report.

Legal: None

Personnel: None

Procurement: None

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

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2025-29? Please specify. No impact.

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

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

Climate Impacts:

Does the proposal support any Climate Plan actions? Please specify: No relevant environmental issues as a result of this report.

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

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

Not applicable.

**Privacy and Data
Protection Impacts:**

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

No impact.

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

8. Recommendations

8.1 The committee is asked to:

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