



Glasgow City Council

Operational Performance and Delivery Scrutiny Committee

Report by Chief Executive Department

Contact: Cormac Quinn

Item 3

4th June 2025

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 2022-27 and the agreed Mission based approach.

Recommendations:

The committee is asked to:

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

Ward No(s):

Citywide: ✓

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

1. Background

- 1.1 The [Council Strategic Plan](#) was agreed at Full Council on 27 October 2022 and the Operational Performance Delivery and Scrutiny Committee is tasked with monitoring the delivery of the Strategic Plan. The review of the Strategic Plan was completed and presented to [Full Council](#) in October 2024.
- 1.2 Following agreement at the [Operational and Delivery Scrutiny Committee](#) (OPDSC) in November 2022, a template has been issued to all Services. The template structures and supports scrutiny of the Strategic Plan and illustrates the crosscutting nature of the Missions, as Services work together to deliver the Council's priorities. The template is subject to review to ensure Service and Member feedback is incorporated.

2. Council Strategic Plan

- 2.1 The Strategic Plan has been structured into 4 Grand Challenges and their supporting missions. The Grand Challenges are:
 1. Reduce poverty and inequality in our communities
 2. Increase opportunity and prosperity for all our citizens
 3. Fight the climate emergency in a just transition to a net zero Glasgow.
 4. Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities
- 2.2 Each Grand Challenge is underpinned by Missions and Commitments. Services undertake the work to achieve the Commitments which in turn contributes to the goal of each Mission. This report focuses on:

Grand Challenge 1: Reduce poverty and inequality in our communities

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

3. Commitments and Emerging Commitments

- 3.1 Work is in progress to deliver the Strategic Plan commitments across key areas includes areas such as:
- Continuing to deliver Glasgow Helps
 - Supporting affordable and accessible school uniforms.
 - Ensure digital inclusion for children and young people.
 - Supporting people in Glasgow to achieve improved physical, mental and emotional health and wellbeing
 - Promoting safe and equitable access to the right services in the right place at the right time for all
 - Working with service users and their carers to identify their needs and desired outcomes and empower them to make informed decisions
 - Support people to live safely at home for as long as possible
- 3.2 There is one emerging commitment from Education which has been developed as part of their Equality Outcomes around:
- Supporting marginalised groups, including refugees, asylum seekers and LGBTI+ young people
- 3.4 Some actions are noted as Amber; these include:
- Continuing to work to maximise incomes for all low-income households, including those households in work.

- Support affordable and accessible school uniforms, including uniform banks and lease and hire schemes and work on cost of the school day work including administering school clothing grants
- 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
- 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
- The re-opening of agreed council owned venues

3.3 Appendix 1 includes case studies on Community Alarms Analogue to Digital Project (A2D), Diabetes Care and the Youth Health Service.

4. Next Steps

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

GRAND CHALLENGE 1 Reduce poverty and inequality in our communities**MISSION 1: End child poverty in our city using early intervention to support families****Commitment 6: Continue to deliver the Glasgow Helps project**




Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Citywide person-centred offer to support vulnerable citizens in Glasgow to access the 'right support in the right place at the right time'	<p>Glasgow Helps embedded a new staffing structure to meet the needs of service users that increased partnership working with our Improving the Cancer Journey and Long Term Conditions Team. This ensured alignment in service delivery and exchange of best practice to improve the city's holistic support offer.</p> <p>Ongoing development of the Advice Pro system, to improve data quality and monitoring.</p>	<p>Glasgow Helps has continued to develop and refine its service offering to ensure it is best situated to meet the needs of people and partner organisations in Glasgow. Data and insights have been crucial to ensure the service reaches those most in need of support.</p> <p>There are staff from two partner organisations embedded within the team: Glasgow's Golden Generation and Wheatley Homes Glasgow.</p> <p>Between October 2023 and end of April 2025, Glasgow Helps has:</p>	<p>Continue to deliver the Glasgow Helps service, ensuring that it is responsive to the needs of citizens through continuous learning and staff training.</p> <p>Participating in a practice exchange pilot with the HSCP's Glasgow Intensive Family Support Service (GIFSS) over the coming months, allowing us to exchange practice and frameworks for support and offer direct support to families.</p> <p>Continue to develop our partnership with the Wise</p>	CED	<div>G</div>

	<p>Outreach in over 40 venues across the city since January.</p>	<ul style="list-style-type: none">• Engaged with over 6500 individual clients• Made over 8000 unique referrals to 230 agencies and organisations operating in the city.• Registered over 7000 outcomes through our work with people.• Received referrals from more than 60 No Wrong Door partners (since January 2024)• Averaged around 215 inbound contacts per week (since January 2024)• Provided intensive case management support to 534 people and families. <p>100% of respondents to feedback forms indicate they have a better understanding of services and supports available to them in their community as a result of the support they received. 100% said that they would refer a friend or family member to the service.</p>	<p>Groups' Relational Mentoring Scotland team, allowing for shared learning as well as fostering increased operational ties between the services.</p>		
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Commitment 7: Continue to work to maximise incomes for all low-income households, including those households in work.

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
HSCP Homeless Provision of supermarket vouchers to support clients leaving homeless accommodation, building on outcomes of previous approach during Covid. This would assist with the purchase of basic items to facilitate sustaining their new tenancies.	£65,000 provided	<ul style="list-style-type: none"> • £36,715 spent to date. • 746 service users supported. • Average spend per person of £50. 	Financial Inclusion & Transformation Team to continue to monitor this fund until it's exhausted.	HSCP	G
Pre-Loved Clothing Provide funding for pre-loved clothing to pilot a subsidised scheme for children's clothing.	£100 digital vouchers have been created for preloved clothing, enabling families to shop online, in store, or receive deliveries	<ul style="list-style-type: none"> • Over 5,000 clothing items distributed to 294 families with 584 children. • Using average retail costs, this saved these families a total of over £26,000 (over £40,000 using high costs) • Carbon savings of almost 32 tonnes achieved. 	Funding for this project has closed. The lessons learned have been used to shape proposals for a sustained service across the city which is currently being tendered for.	ApparelXchange	G

<p>Scottish Welfare Fund</p> <p>The Scottish Welfare Fund continues to be an effective route to administer a cash first approach for citizens facing hardship. As the Cost-of-Living Crisis continues to bite then demand for the fund continues to significantly exceed spend.</p>	<p>£300,000 was transacted to CBS by internal budget transfer.</p>	<p>Money has been used to provide Crisis Grants and Community Care Grants that can be used for food, heating, removal costs and furniture.</p>	<p>Funding for this project has now been concluded.</p>	<p>CBS</p>	<p>G</p>
<p>HSCP (Health Visitors, Social Workers & Health Improvement Leads)</p> <p>Allocation to HSCP to further support cash first initiatives such as Section 22 payments.</p>	<p>£422,000 was transacted to Health Visitors and Social Workers for Section 22 payments.</p> <p>£78,000 was transacted to Health Improvement Leads for Alexander Rose Vouchers and Flat Pack Meals.</p>	<ul style="list-style-type: none"> • £422,000 spent on Section 22 payments. • 96.5% of Alexander Rose vouchers spent. • £24,000 of flat pack meals administered 	<p>Funding for this project has now been concluded.</p>	<p>HSCP</p>	<p>G</p>

Differabled and One Parent Family Scotland. 3rd Sector organisations provide support to families with disabled children.	Money Transacted to Differabled and OPFS to recruit workers to provide the support function.	<ul style="list-style-type: none"> OPFS have generated £140,140.85 in client financial gains. Differabled have helped 82 families and have generated £48,695.6 in client financial gains. 	Funding for this project has now been concluded	Differabled & OPFS	
HSCP Homeless Provision of an intensive package of support for these homeless citizens, including FI support alongside essentials for new tenancy to speed up move and ensure families feel more supported.	Funding has allowed the development of two additional hubs.	<ul style="list-style-type: none"> Borron Street Hub has created benefit gains of Q4 £798,462.60. Debts managed have totalled £40,129.60. Number of cases dealt with by the Homeless Social Care Worker is 27. Number of referrals to Money and Debt Advice is 10. Number of cases where homelessness was prevented is 4. 	Funding for this project has now been concluded.	HSCP	
Make a House a Home	Project is established and is continuing to support women and families affected by gender based abuse move into a	Since the project was established, 244 families with 356 children have been	The project will continue to support women and families over the course of this year using the remaining funds.	CED	




	sustainable tenancy through providing up to £1,000 to provide items such as household essentials and safety measures	supported move into their new home, increase confidence and sustain their tenancy. The average support package amounts £752.58 per family.	A final report on outcomes and impact will be provided.		
Financial Inclusion Support Officer in schools project across a selection of city schools	<p>Project rolled out to 50 city schools:</p> <ul style="list-style-type: none"> - 29 Secondary Schools - 20 Primary Schools - 1 Assisted Learning School <p>Consolidation of the Service following the 25/26 budget announcement of permanent funding.</p>	<p>Currently live in 50 schools (29 secondaries, 20 primaries and 1 ASL school)</p> <p>FI providers secured and monitoring arrangements agreed</p> <p><u>Impact/Outcomes</u></p> <p>1,388 clients accessed the service of which 832 have been supported to secure approximately £5.27 million in financial gains (April 2024 – March 2025)</p> <p><u>Debt Managed</u></p> <p>205 clients supported with a total of £718,382 debt managed (April 2024 – March 2025)</p> <p><u>Poverty Drivers</u></p>	Continuous ongoing service development which seeks to improve how the service is delivered in terms of job roles, systems and partnerships.	CED	G


		<p>Cost of Living - 12% of total financial gains Income from Social Security - 86% of total financial gains</p> <p><u>Priority Groups*</u></p> <p>46% Lone Parent Families 22% Families which include a disabled adult or child 37% Families with 3 or more children 64% Minority Ethnic Families *Please note a client can appear in more than one priority group</p>			
Commitment 8: Deliver Glasgow's Child Poverty Pathfinder (now Programme)					
Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Working in collaboration with partners from across the public and third sector, address unacceptable levels of child poverty through systemic change.	Shift to Programme status from Pathfinder embedded. Phase 2 PID developed covering first 3 years of 10 year Local Outcome Improvement Plan	Continue to deliver against agreed programme of work and to identify learnings	<p>Update programme documentation to reflect foundational learning over the first year of Phase 2 of the programme</p> <p>Undertake six months socializing and testing of</p>	CED	<div>G</div>


	<p>Policy alignment within core strategic documents (Community Plan & Children's Services) and commenced work towards shared accountability framework</p> <p>Progress secured with data sharing to facilitate targeted activity</p> <p>Creation of aligned funding to support Whole Family Early Intervention and associated proposals for further funding flexibility</p> <p>Delivery of a suite of targeted Demonstration of Change projects in identified Booster Wards –</p>	<p>First iteration of citywide Performance Framework for family poverty created</p> <p>Child Poverty Programme embedded in city Community Planning Structures and Council governance structures.</p> <p>What is the progress?</p> <p>Refined flexibility asks and commenced discussions on shared interim performance measures in lieu of finalised Framework</p> <p>Continue to progress the challenging arena of data sharing across partner agencies</p> <p>Continue to focus on the importance of user voice in Service Redesign</p> <p><u>SSC</u> - focus on financial inclusion and capability as gateway to holistic support for families in deep</p>	<p>Performance Framework to begin iteration process</p> <p>Continue to explore further data sharing permissions including with Scottish Social Security</p> <p>Confirm flexibility requests and agree interim measures, use learning and readiness work to inform further opportunities for flexibility to grow the aligned funding resource and agree investment</p> <p>Continue to deliver DoC activity, to capture learning to inform systemic change and provide opportunities to test the evolving Performance Framework</p>		
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	<p>3 live (Southside Central, Govan & Calton)</p> <p>Continue to develop our citywide No Wrong Door infrastructure and work with partners to shape new ways of working</p>	<p>poverty. Work is underway to incorporate ESOL based on citizen and practitioner insight</p> <p><u>Govan</u> - 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.</p> <p>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</p> <p>Drumchapel – initial scoping commenced</p> <p>No Wrong Door membership across the public, third and housing sector has grown to 211 participating services</p>	<p>Continue to support the development of the network through opportunities to share practice, participate in co-design of new ways of working and to test these as well as informing and securing shared training needs</p>		
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	<p>Ongoing evaluation as part of Practice Research Collaboration supported by academic partners</p>	<p>Activity underway to ensure NWD embedded within the DoC activity across the city</p> <p>NWD organisations have actively participated in work to shape collective approaches to supporting citizens and to make best use of city resources</p>			
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GRAND CHALLENGE ONE					
Reduce poverty and inequality in our communities					
MISSION 2:					
Meet the learning and care needs of children and their families before and through school					
Commitment. Support affordable and accessible school uniforms, including uniform banks and lease and hire schemes and work on cost of the school day work including administering school clothing grants.					
Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Continue to work in partnership with a range of partners to increase the number of accessible uniform banks across establishments.	Continue to work in partnership with a range of partners to increase the number of accessible uniform banks across establishments.	Continue work with organisations such as Apparel Exchange and movement towards Sustainability Agenda for re-use of clothes. Most schools are responsible for their own clothing banks.	Sustainability Agenda for regarding the use of clothes.	ES	
Prioritize anti-poverty policies and actions to improve wellbeing.	Monitor progress of Cost of the School Day Champions.	Continued input into Child Poverty Group. Continue to work with partners and Glasgow Parents Group .	Promote Poverty awareness and financial inclusion information using Digital resources.	ES	
Support implementation of council policy on Free School Meal holiday payments.	Implement council policy.	54 days were paid out for 24/25 over 4 payments and this helped an average of 24,872 children and young people. The payment	Payment will continue in 25/26 at £2.50 per day per child. Next payment will be the summer payment.	ES	

		remained at £2.50 per child per day, this is paid out to all families who are financially entitled to FSM.			
Continue to support financial inclusion officers within Glasgow's schools and explore options to expand into early years.	Report on progress of Financial inclusion support officers (FISOs) in partnership with Glasgow Helps via Child Poverty Board.	<p>Currently live in 50 schools (29 secondaries, 20 primaries and 1 ASL school)</p> <p>FI providers secured and monitoring arrangements agreed</p> <p><u>Impact/Outcomes</u></p> <p>1,306 clients accessed the service of which 775 have been supported to secure approximately £4.85 million in financial gains (April 2024 – February 2025)</p> <p><u>Debt Managed</u></p> <p>188 clients supported with a total of £684,679 debt managed (April 2024 – February 2025)</p> <p><u>Poverty Drivers</u></p>	Continuous ongoing service development which seeks to improve how the service is delivered in terms of job roles, systems and partnerships.	CED	


		<p>Cost of Living - 12% of total financial gains Income from Social Security - 86% of total financial gains</p> <p><u>Priority Groups*</u></p> <p>46% Lone Parent Families 21% Families which include a disabled adult or child 37% Families with 3 or more children 65% Minority Ethnic Families *Please note a client can appear in more than one priority group</p>			
Deliver the Glasgow Pathfinder project pilot on eligible 2-year-olds optimizing financial support to families using Council nurseries.	<p>Review financial support optimization.</p> <p>Align work on the new Scottish Government/Department for Work and Pensions (DWP) data sharing project on eligible 2-year-olds with Pathfinder priorities.</p>	<p>Initial discovery phase of eligible 2's project completed with support from Improvement Service.</p> <p>Scoping report produced.</p>	Continue working with Improvement Service over engagement and co-design phase – working with families and practitioners to explore local solutions with a focus on Fairer Futures priority areas.	ES	

Support the Glasgow Helps Project including the referral pilot established in selected nurseries.	Support the evaluation and further development of the referral pilot.	<p>Referral support now ongoing in nurseries as part of daily business.</p> <p>Referral support also now extended to school age childcare services with a focus on those in the Fairer Futures areas participating in the government funded early adopters programme.</p>	<p>Continue to support and monitor activity. Evaluation of early adopters programme due in spring 2026.</p> <p>Rated at amber; because at present there is no confirmation of any funding beyond March 2026, to support and develop this work.</p>	ES	
Commitment. Ensure digital inclusion for children and young people.					
Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Increase the number of schools recognized as centre of leadership and educational excellence for learning with technology.	<p>Increase number of Primary and Secondary Establishments registered for Digital Schools Award.</p> <p>Further 10 Primary establishments achieving Digital Schools Award.</p> <p>Further 5 establishments nominated for Apple Distinguished Schools.</p>	<p>Schools Awarded DSA since May 2024 5 in total: 4 primaries 1 EY establishment</p> <p>Apple Distinguished Schools Nominated 3 Primaries – St Bernard’s, St Charles, Our Lady of the Rosary, 1 Secondary – St Andrew’s Secondary 1 ASL – Hollybrook Academy</p>	Continue to raise and promote at DL0L surgeries.	ES	

Strengthen the impact of Continuous Professional Learning with partners including Apple and XMA.	<p>Increased number of Showbie and SeeSaw Ambassadors.</p> <p>160 practitioners recognised as Apple Learning Coaches.</p> <p>Increased consistency across Learning Communities in use of preferred platforms: Showbie & SeeSaw.</p>	<p>Increased consistency across LCs in terms of platform use.</p> <p>Currently Using Showbie: 99 Schools, 11 Secondaries, 82 Primaries, 6 ASL Further 11 Primaries transitioning from Seesaw to Showbie in 2025/2026</p> <p>Currently Seesaw: 54 confirmed across ASL and Primary</p>	Planned actions to promote further update and transfer of establishments to Showbie due to cost implications of apps.	ES	
Strengthen the support which Digital Leaders of Learning offer to schools.	<p>Digital Coordinator identified in every Learning Community.</p> <p>Improved community approach to strategy implementation leading to strengthened transitions, improved reporting and attainment.</p>	<p>DLOL Surgeries have taken place across all Learning Communities to promote stronger messaging aligned to the Digital Strategy. This has increased collaboration between schools.</p> <p>DLOL Conference was highly rated by delegates and shared many examples of good practice citywide.</p> <p>Hyndland LC are now planning a local Digital showcase across their Learning Community.</p>	As part of planned work and development of digital estate, a DLOL roadshow is planned with strategic leads and key personnel visiting every LC again in term 4 to promote and share Vision, inventory requirements linked to BAU messages and future planning.	ES	

Gather and respond to the views of staff on digital learning and teaching.	<p>Action plan to respond to views from 2022 survey.</p> <p>Prepare questions for biennial digital survey for 2024.</p>	<p>All professional learning in 2024/2025 and 2025/2026 developed in line with survey returns from GCC practitioners (150).</p> <p>Questions for staff CLPL survey 2025/2026 prepared. The survey reflects additional applications are areas of development such as Read & Write, Magma Maths & AI. Survey ready to be issued in January 2026.</p> <p>Project also underway in collaboration with Glasgow University to evaluate the impact of digital technology on classroom practice.</p>	Work being planned with Strathclyde University to further develop digital literacy in future teacher workforce through Initial Teacher Education and Probationers.	ES	
Consult with nursery staff and wider partners on the potential and appropriate use of digital technologies and learning strategies for the youngest children.	<p>Create focus group to gather detailed views and considerations</p> <p>Create draft strategy for Early Learning and Childcare service.</p>	<p>Focus group identified – first meeting April 2025.</p> <p>Remit development and output scoping underway.</p>	<p>Project plan completed by summer 2025.</p> <p>Phase 1 – consideration of digital platform options for nurseries sharing information with parents.</p>	ES	

Commitment. Develop targeted campaigns and communications to raise awareness of misogyny, and to combat sexual harassment within our schools.

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Continue to support events and days of acknowledgement to raise awareness, mainstream and embed equalities practice.	<p>Build awareness of citywide practice.</p> <p>Progress and evaluate Career-long Professional Learning linked to protected characteristics.</p>	<p>Working closely with partners, all CP coordinators are undertaking a session led by TIE which is titled '<u>Digital Discourse</u>.' This is an international collaborative project developed by TIE and ISD,</p> <p>This training (15/5/25 and 16/5/25) will enable all staff to access the bespoke online professional learning course designed to provide tools and strategies to respond to disinformation and online hate and equip learners with key critical and digital media literacy skills.</p>	<p>Each organisation has combined their respective expertise in anti-prejudice education and counter-extremism strategies to provide bespoke educational tools to address the effects of online hate and disinformation on children and young people.</p> <p>This will then form the basis of the August training for every education establishment in the city and will reach all teaching and support staff.</p> <p>Through this E-Learning, teachers and school staff will develop an improved knowledge and understanding of how modern social media</p>	Education Services	

			<p>platforms work and their role in facilitating online disinformation and prejudicial content and will give staff the tools, strategies, and considerations to respond to behaviors influenced by prejudicial content online and equip learners to become critical digital citizens. Sections include Online hate and extremism, radicalization, Misogyny and the Manosphere, child protection and safeguarding.</p> <p>Officers work with Prevent City Group and have participated in PMAP training supporting safeguarding on similar issues.</p> <p>Regular updates are provided to Child Protection Co-Ordinator's.</p>		
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Emerging Commitment: Support marginalised groups, including refugees, asylum seekers and LGBTI+ young people, through the Education Equalities Working Group (EEWG) which has been established to direct strategic equalities work across all areas of Education Services. Continue to work with LGBTI+ Youth Scotland and Time for Inclusive Education campaign on inclusive education including consent education.

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Empower the Education Equalities Working group (EEWG) to take forward work planned developments and opportunities for professional learning related to all characteristics and intersectionality.	<p>Review current practice against all protected characteristics.</p> <p>Action plans updated to include refreshed focus as appropriate.</p>	<p>Anti Racism Anti racism support and development group are delivered by Psychological Services</p>	<p>Anti Racism Anti Racism CLPL continues to roll out at individual establishments and Learning Community levels.</p> <p>Anti Racism Conversations These sessions continue amplify pupil voice and fostering pupil leadership around areas of our Anti Racism Charter.</p> <p>Anti Racism -Voices Unite This program continues to develop with 30 young people participating. whilst the international partner is being secured. With international school timetables it is likely that the international visit for</p>	Education Services	<div>G</div>



		<p>the group will be undertaken in August/ September 2025</p> <p>Leading Anti-Racism May 2025 (LAR) During this month Glasgow senior staff will have complete the Leading Anti-Racism course been delivered in partnership with Glasgow University. The current cohort has 58 participants and we presently recruiting for the next cohort to begin this from September 2025.</p> <p>LGBT Jan/ February 2025 twilight for Glasgow teachers took place "National Approach to LGBT practice" led by Jordan. Attendance was 36 teachers : from 28 non-denominational schools (15primary, 9 secondary) , 7 denominational schools (4 primary, 3 secondary) 1 EAL Service, 1 ASN primary.</p>	<p>LGBT We will continue to work with TIE Scotland in delivering our stage one and stage two TIE training in line with our commitment to the TIE Motion.</p> <p>PRIDE Lite will be held on 4th June 2025</p>		
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		<p>ALLIES 2025 was delivered in term three to both primary and secondary pupils. Just over 100 primary pupils and 95 secondary pupils attended this during February 2025</p> <p>At the same time there was professional learning opportunities delivered to teaching staff in attendance.</p> <p>Disability The 'Included Nurtured and Supported' Learning Program has been developed to support school leaders whose remit has a focus on Inclusion. This three-day cross-sector training offer which is currently underway aims to focus on developing Inclusive Leadership within our schools and address the following key areas:</p> <ul style="list-style-type: none"> • Inclusive Practice within the Scottish 	<p>These events continue to aim to;</p> <ul style="list-style-type: none"> ➤ identify homophobia, biphobia, and transphobia ➤ recognize and challenge gender stereotypes ➤ celebrate diversity and diverse families ➤ embed LGBT role models and figures within learning and teaching <p>Disability To date, 70 senior and middle leaders have completed the three day "Nurtured and Supported Learning Program."</p> <p>Due to demand, additional dates have been added to extend this to all senior staff.</p> <p>We have also had specific input to our</p>		
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		<p>and Glasgow context,</p> <ul style="list-style-type: none"> • Additional Support for Learning (ASL) processes and entitlements • Provide information and knowledge to fulfil statutory duties • Support improvement within establishments. 	<p>probationary teachers with 295 participants exploring inclusive practice ensuring a better understanding of our commitment to inclusive education.</p> <p>We continue to develop Glasgow's Connected Learning Strategy that is aimed at addressing inequity and support learners who require assistance with specific aspects of learning, teaching and assessment. We also ensure that our secondary estate offer alternative Assessment Arrangements that will support candidates who may require specific reasonable adjustments to allow them to complete assessments.</p>		
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GRAND CHALLENGE ONE : Reduce poverty and inequality in our communities					
MISSION 3: Improve the health and wellbeing of our local communities					
Commitment 1. Work with partners to promote and support people in Glasgow to achieve improved physical, mental and emotional health and wellbeing whilst reducing inequalities and the impact of deprivation.					
Action	Milestones (current)	Progress & Impact	Planned Activity / Route to Green	Lead Service	RAG
Deliver the activity outlined in the Health Improvement Strategy 2023-2028	Implement NHSGGC Early Years Mental Health Improvement Framework	<p>Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.</p> <p>Draft framework developed by multi disciplinary, multi agency working group following a tabletop review of evidence and policies. The framework was then open to consultation throughout July to September 2023.</p> <p>An Equality Impact Assessment has been published.</p> <p>Framework was approved and published in February 2024 and a policy mapping exercise also published to aid with implementation.</p>	Lead the development and implementation of an NHSGGC Early Years Mental Health Improvement Framework	HSCP	
	Continue to develop actions designed to prevent suicide and impact on self-harm	<p>Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.</p> <p>As part of Glasgow City Suicide Prevention Partnership (GCSPP) the action plan for the partnership aims as key training to front line staff and a multiagency approach.</p>	Continue to invest in the city's suicide prevention partnership and will support the forthcoming national strategy for self-harm.	HSCP	





		<p>The GCSPP offers three core training programmes: suicideTALK, safeTALK and ASIST. These courses provide a spectrum of awareness and skills-based learning opportunities for staff members.</p> <p>In 2023, GCSPP successfully conducted 51 training courses with a total of 815 attendees. In 2024, these numbers saw a significant increase, with 81 courses delivered and 1,333 staff members trained.</p> <p>This increase in attendances highlights the growing commitment to suicide prevention across Glasgow and the increasing demand for training in this area.</p> <p>Additionally last year, GCSPP introduced a new Suicide Bereavement Training recognising the importance of supporting those affected by suicide loss. This programme enables attendees to provide a compassionate and empathetic response to individuals bereaved by suicide while also deepening their understanding of its complex nature and impact. In 2024, a total of nine courses were delivered, with 89 attendees trained. One training session for trainers was conducted, equipping 14 new trainers with the skills needed to deliver this crucial training to others.</p> <p>To foster continuous learning and collaboration among suicide prevention</p>	<p>In 2025, the GCSPP remains dedicated to expanding its reach and impact through continued training, awareness initiatives and support networks.</p>		
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		trainers, GCSPP hosts a Trainers' Network. This quarterly initiative provides a supportive environment where trainers can share insights, experiences and best practices.			
	Support mental well-being of groups most at risk by life circumstances and isolated by discrimination	<p>Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.</p> <p>A Compassionate Distress Response Service was established following a need identified by the Multiagency Distress Collaborative. This service responds within an hour for OOH or same day for in hours referrals for those 16+ to help access the right supports. Last year nearly 5000 referrals were made.</p> <p>Mental Health Strategy Refresh has gone through public consultation with plans to implement following approval of the outcomes of the engagement by the Board's Corporate management team in 25/26. Full implementation of new pathways will likely move into 26/27.</p> <p>https://glasgowcity.hscp.scot/publication/item-no-19-implementation-next-phase-mental-health-strategy-enhancing-community</p>	<p>Develop programmes to advocate and support the mental well-being of groups most at risk by their life circumstances and isolated by discrimination.</p> <p>The Mental Health Strategy Refresh will be updated to the NHS Board and IJBs respectively throughout implementation.</p>	HSCP	
Work on implementing the Mental Health Strategy to ensure a range of mental	Expand computerized Cognitive Behavioral Therapy	Complete - cCBT services have been migrated from <i>Beating the Blues</i> to the <i>SilverCloud</i> platform and this allows people to complete in their own time at their own pace. This is based on cognitive behavioural therapy (CBT), mindfulness and positive	Complete	HSCP	



health supports are available in the community.		psychology. <i>SilverCloud</i> is both interactive and flexible. At regular intervals (approximately every 3 weeks) increased support is available to encourage and guide people through the modules and sign-post to resources within the programme that may be particularly relevant to people.			
	Develop Bipolar Hub	A submission for further funding after pilot was not supported following review of the service delivered. The service catered for a small number of individuals providing physical health care reviews and medication monitoring but was not able to expand to achieve the planned reach of the overall service, as patients were choosing not to travel to a central location and remained being seen in their locality community mental health teams. The transition back for the small number that used the service latterly was supported by health services and Bipolar Scotland	Unable to expand due to funding decision. Patients are either attending the hub or getting needs met locally. Completed as far as possible.	HSCP	
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	Staff within GCHSCP are actively engaged in developing and delivering on the child poverty agenda. This has included: <ul style="list-style-type: none"> Financial Advocacy service for women in the Special Needs in Pregnancy (SNIP's) pathway The Healthier Wealthier Children (HWC) service Health Visiting and Glasgow City Family Nurse Partnership staff to make Section 22 destitution payments to enable a more 	Contribute to the delivery of the annual Glasgow Local Child Poverty Action Plan In January 2025 the IJB approved a paper outlining the Whole Family Wellbeing Fund (WFWF) which details ways in which money will be spent in accordance with the Child Poverty Pathfinder IJB Report	HSCP	


		<p>flexible, needs-led response to financial hardship, fuel poverty and destitution.</p> <ul style="list-style-type: none"> Community Link Workers (CLW's) service. A Cost of Living Guide was developed for use by HSCP services and third sector organisations. Whole Family Wellbeing Fund 			
	Access to financial advice and welfare rights advice	<p>Welfare Advice and Health Partnerships (WAHPs) had a Scottish Government two year funding commitment came to end in January 2024. Funding has been secured to extend provision until September 2024. Additional funding has been secured to sustain a slightly reduced service in 79 GP Practices until March 2025.</p> <p>In 2023-24, 4,466 patients were referred to the service resulting in 11,165 individual welfare rights and money advice cases. Clients achieved over £9.2 million in financial gains. Additionally, £1.7 million in debt was managed, £1.1 million in non-housing debts and £600k in housing-related debts, respectively</p>	<p>A slightly reduced WAHP service will continue to be offered via 79 GP practices until March 2026.</p> <p>A full report on all Welfare Rights and Money Advice Performance for 2023-24 can be found here Welfare Rights and Money Advice Performance Report 2023-24</p>	HSCP	
Contribute to work with public health colleagues in other HSCPs in the Greater Glasgow and	Develop recommendations from Glasgow Alcohol and Drug Services review	An independent review of community services reported in September 2021, with ten recommendations discussed and agreed through HSCP and ADP structures. A number of workstreams were developed to develop plans to address the recommendations. These include Resource	<p>Implement the recommendations of the Glasgow Alcohol and Drug Services review</p> <p>An update paper was taken to the IJB in January 2025</p>	HSCP	

Clyde area to reduce reliance on harmful substances.		<p>and Capacity, Workforce Development, Performance and Governance, Shared Care, and Residential Services.</p> <p>The majority of the Review recommendations have been completed, and those outstanding are on track to be completed.</p> <p>A further update can be found here - https://glasgowcity.hscp.scot/publication/item-no-09-implementation-adrs-review-and-mat-standards-shared-care-model</p>	on the ADRS Review and implementation of the MAT Standards IJB Report		
	Implementation of the 10 Medication Assisted Treatment (MAT) Standards	<p>The implementation of Medically Assistant Treatment Standards is underway with progress reported to the IJB in January 2025</p> <p>Standards 1-5 have completed implementation. MAT standards 6-10 began implementation in April 2024.</p> <p>Glasgow City is on track to fully implement MAT Standards 1 - 10 in community settings by April 2025 and have begun the process to implement MAT Standards in Justice settings by April 2026.</p> <p>Updated position report linked below</p> <p>https://glasgowcity.hscp.scot/publication/item-no-09-implementation-adrs-review-and-mat-standards-shared-care-model</p>	Continue the implementation of the 10 Medication Assisted Treatment (MAT) Standards	HSCP	


	Extend the WAND initiative	Mobile Harm Reduction Service now operational, funded by the National Mission, provided by Turning Point Scotland. Two vans moving between locations morning and afternoon, providing WAND. Two Accuveins purchased by ADP to support harm reduction work by the staff.	Steering group meets 8 weekly with ADP and GADRS representation Completed	HSCP	
	Continue tobacco smoking cessation service	Glasgow City Community Quit Your Way Service: Smoke Free App: "carrying out a test of change for the 'Smoke Free App' to trial the use and effectiveness with Glasgow City. This provides free access to support via the app which might appeal to some clients due to the 24/7 access to advice and support."	Deliver protection programmes to reduce uptake, exposure and cessation services for tobacco smoking. Ongoing as Business as Usual.	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 to identify most appropriate service for people to call or attend. Includes information on role of community pharmacy / Opticians and other community services	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	
Identify opportunities to improve the	Further develop Self Directed Support	Glasgow City Council Personalisation and Self-directed Support (SDS) Practice Guidance for Staff has been updated to take	Identify development opportunities to promote the use and effectiveness of	HSCP	


<p>HSCP's Self-Directed Support (SDS) SW policies, processes and procedures to increase the effectiveness of SDS in empowering individuals to have a greater say and greater control in the services they access to meet their personal outcomes.</p>		<p>account of the changes to practice, policies, and Scottish Government guidance. A SDS Step-By-Step Guide has also been developed to assist staff in navigating the updated SDS processes and procedures. A SDS Awareness GOLD eLearning Module has also been created for social work staff in Children & Families, Adults & Older People and Carer Services. The aim of the course is to provide information about the Social Care (Self-directed Support) (Scotland) Act 2013 and raise awareness of its purpose, statutory principles, and the range of duties under the Act.</p> <p>A paper was approved by the IJB in September 2024 -linked below. The approach for GC HSCP is prioritising resources for individuals with substantial and critical needs, applying strength-based assessments, and promoting reablement and independence. It does not involve changes to existing eligibility criteria or policies but aims to improve the application of these criteria and streamline access to social care services.</p> <p>https://glasgowcity.hscp.scot/publication/item-no-13-review-access-social-care-support</p>	<p>SDS in enabling service users to meet their personal outcomes.</p> <p>The SDS Operational Group will monitor implementation and roll-out of updated guidance and staff training. It will also keep the guidance under review to determine whether any further updates are necessary at a future point.</p> <p>Roll out of the approach began in Oct 2024 and monitoring continues.</p>		
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Support patients and service users to exercise greater control over their support journey	Implement Patient Initiated Follow Up (PIFU)	<p>PIFU has been identified as a central component of the NHS GG&C Board wide Mental Health Strategy. The Strategy has been subject to review and a refreshed Strategy is approved at the Health Board and IJB in September 2023.</p> <p>Mechanics are in place for referrals and services need to improve awareness and encourage uptake.</p> <p>Mental Health Strategy Refresh has gone through public consultation with plans to implement following approval of the outcomes of the engagement by the Board's Corporate management team in 25/26. Full implementation of new pathways will likely move into 26/27.</p> <p>https://glasgowcity.hscp.scot/publication/item-no-19-implementation-next-phase-mental-health-strategy-enhancing-community</p>	Implement Patient Initiated Follow Up (PIFU) to enable patients and their carers to initiate their own appointments as and when they need them	HSCP	
Explore options with our partners to identify training and development opportunities that would support our staff to support people across the city to make	Develop further Partnership Working	<p>Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.</p> <p>The HSCP is engaged in a tests of change programme to develop and increase the use of Technology Enabled Care and Support.</p> <p>Resource materials have been co-produced (including with Glasgow Disability Alliance) such as an 'easy read' information booklet</p>	Work will continue to 'grow' and develop those TECs and responder services to ensure people have the opportunity to benefit from those solutions, where appropriate. The HSCP will be undertaking an ongoing programme of awareness raising and training with our staff to ensure they are	HSCP	



informed decisions about their care and support.		<p>and two short videos that explained the social work and TECS assessment processes.</p> <p>MH and Disabilities Commissioning both have live test of change programmes in place for two newly commissioned supported living services across the Glasgow. MH Commissioning have a test of change of across 2 SAMH supported accommodation testing the introduction of TEC: Wayforward is service delivering individual support across 25 flats – these are dispersed across the 3 locations in the City. Broomhill, Maryhill and Govan. From this service 8 people have been identified as requiring TEC to enhance support; St Peter's, Partick service – is 7 flats with office base in block will be the next phase.</p> <p>Future Purchasing Arrangements to replace the 2019 Framework- Consider TECS being a key component of all future lots, including Children Affected by Disability, decision around this being a requirement or development request for providers to be agreed. NW TECS Project currently suspended pending BM Options appraisal report to consider future of SOL Connect Responder Service. Proposed shift to a TECS first approach to sleepover provision as part of Access to Social Care.</p>	informed and confident about TECS solutions currently available.		
	Implement a trauma informed practice approach	Trauma Informed approaches to service delivery and the rollout of STILT training is included within the commitments of the IJB Workforce Plan (approved in November	Continue to implement a trauma informed practice approach and rollout of the	HSCP	


		<p>2022) and the revised IJB Strategic Plan (approved June 2023)</p> <p>Public Protection, Complex Need, Homelessness and Asylum is well embedded in the delivery of the Trauma Informed Support framework. Service representation clearly defined. Ongoing participation in STILT sessions with recent STILT session delivered to key leaders and the promotion of Trauma Informed Support. Psychologist post attached to CN has delivered staff reflection sessions and offered guidance and support to staff within the CN service, locality and residential Homelessness services and Asylum staff along with purchased services. Delivery implementation plan well underway with key Service Management oversight. Also aligned to Homelessness staff within HSCC.</p>	<p>Scottish Trauma Informed Leadership Training</p> <p>Training dates continue to be available in 2025/26.</p>		
	End-of-Life Aid Skills for Everyone	<p>Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.</p> <p>Learning & Development currently work with various partners to provide development and advanced qualifications - The Thistle Foundation to deliver strengths-based training to support the Maximising Independence agenda.</p>	<p>Explore access to training provided by the Prince and Princess of Wales Hospice on End-of-Life Aid Skills for Everyone.</p>	HSCP	A


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	<p>Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.</p> <p>On the 15th May 2024 the IJB approved funding for a whole family support and well-being through primary care Pilot. A steering group for the pilot has been established, including membership from General Practice, Children's Services, the Child Poverty Pathfinder team (GCC), Health Improvement, the third sector, the Primary Care division and Glasgow Life and reports into the Children's Services Executive Group.</p> <p>This work will be reported through the Deep End Network, the national Primary Care Health Inequalities Reference Group and as part of the wider Whole Family Well-being Fund.</p> <p>Work has continued over the past year to align funding and policy associated with the Whole Family Wellbeing Fund and Child Poverty Pathfinder in order to maximise the benefits of the spend for families. This has involved building readiness across the system to develop a more integrated system of support for families at the earliest point, with opportunities for families to move into employability pathways. The governance process is currently being refined and work is being undertaken with GCVS and third sector partners to develop proposals for the funding,</p>	<p>Continued investment in the Whole Family Wellbeing Fund will be critical in securing more effective family support for children and young people and supporting the implementation of the Universal Pathway.</p> <p>The primary care pilot programme will test ways of strengthening more integrated support for patients with family complexity affecting their primary care presentations within deprived practices. Full details can be found <u>on the HSCP website</u> and in the paper approved by the IJB in <u>January 2025</u></p>	HSCP	
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		<p>to create more seamless pathways of support for families.</p> <p>A workshop took place in April 2024 with Scottish Government, HSCP, Council, Education and third sector representatives to explore ideas for creating more seamless pathways of support for families. This work highlighted the diversity of perspectives and complexity of the work to align the system of support for families. Considering the different and multi-perspective approaches to change across the system, a structured programme of work has begun to create a collective vision, shared language, and consistent approach to implementing improvements across the children's services system, which is being overseen by the WFWF Board chaired by the Chief Executive of Glasgow City Council. A paper was approved by the IJB in January 2025 with the approach to the WFWF.</p> <p>Whole Family Wellbeing Fund</p> <p>https://glasgowcity.hscp.scot/publication/item-no-09-chief-social-work-officer-annual-report-2023-24</p>			
Continue the development and delivery of Earlier Intervention Family Support Services.	Promote comprehensive family support services.	<p>Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.</p> <p>Work is underway to update the Family Support Strategy for 2024-2030. The Family Support Strategy is due to be considered by</p>	<p>Continue to update and implement the Family Support Strategy for 2024-2030</p> <p>Family Support Strategy</p>	HSCP	

		the IJB in May 2025. Papers not available for release at this time.	Approval will be sought from the IJB in May 2025 – papers not available at this time		
Work to promote safe access for women to healthcare facilities that provide abortion services, and support the case for legislative action to introduce buffer zones.	Develop and deliver an accessible, patient-centred, equitable, centralised abortion care service across Greater Glasgow and Clyde.	Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.	<p>Develop and deliver an accessible, patient-centred, equitable, centralised abortion care service across Greater Glasgow and Clyde.</p> <p>Currently there is legislation going through Parliament regarding the introduction of buffer zones Introduced Scottish Parliament Website Updates will follow national guidance.</p> <p>The Abortion Services (Safe Access Zones) (Scotland) Bill was passed through the Scottish Parliament in June 2024 and became an Act in July 2024.</p>	HSCP	
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	Review approach to access to social care support	Engagement activity has been undertaken with external partners GCIL, GCVS and Glasgow Disability Alliance to discuss the approach to accessing services to ensure a	Revised approach to accessing services to be presented to the IJB for approval.	HSCP	


disability organisations, and embed human rights in social care policy and practice.		<p>more fair and equitable means to provide services within the resources available to the HSCP.</p> <p>A paper was approved by the IJB in September 2024 -linked below. The approach for GC HSCP is prioritising resources for individuals with substantial and critical needs, applying strength-based assessments, and promoting reablement and independence. It does not involve changes to existing eligibility criteria or policies but aims to improve the application of these criteria and streamline access to social care services.</p> <p>https://glasgowcity.hscp.scot/publication/item-no-13-review-access-social-care-support</p>	<p>Further engagement with stakeholders to support implementation of the approach, raise awareness and ensure staff are supported to work with individuals to assess need and identify/access appropriate supports.</p> <p>Approach began October 2024. Monitoring ongoing.</p>		
Continue to expand the access to and use of technology-based supports to enable people to live independently in their own homes with supports appropriate to their needs.	Move away from analogue telecare platforms	The transition from analogue to digital technology is in its final stages, marking a significant milestone in modernising the service. Glasgow City HSCP has already switched 3,250 service users to digital telecare units, ensuring improved connectivity, signal reliability, and response times. The transition process is being conducted through a new digital Alarm Receiving Centre (ARC) platform, in conjunction with upgraded digital equipment.	Complete the programme to switch the technology used by recipients of technology enabled care services from analogue to digital telecare platforms	HSCP	
	Further use of Technology Enabled Care and Support	MH and Disabilities Commissioning both have live test of change programmes in place for two newly commissioned supported living services across the Glasgow. MH Commissioning have a test of change of	Integration of the consideration of Technology Enabled Care and Support (TECS) as a core element of the assessment process	HSCP	


		<p>across 2 SAMH supported accommodation testing the introduction of TEC: Wayforward is service delivering individual support across 25 flats – these are dispersed across the 3 locations in the City. Broomhill, Maryhill and Govan. From this service 8 people have been identified as requiring TEC to enhance support; St Peter's, Partick service – is 7 flats with office base in block will be the next phase.</p> <p>Future Purchasing Arrangements to replace the 2019 Framework- Consider TECS being a key component of all future lots, including Children Affected by Disability, decision around this being a requirement or development request for providers to be agreed. NW TECS Project currently suspended pending BM Options appraisal report to consider future of SOL Connect Responder Service. Proposed shift to a TECS first approach to sleepover provision as part of Access to Social Care.</p>			
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	Reduce Delayed Discharges	<p>Increase throughput and activity and develop additional referral pathways and interventions to enable people to receive treatments that would otherwise require them to be admitted to hospital.</p> <p>Hospital at Home – the original service was subject to a review and re focus in November 2024 and will be replaced by a new community led services that will deliver against both the aims of the original Hospital</p>	<p>Joint planning with partners across Greater Glasgow and Clyde to sustainably reduce delays in discharging people from acute settings through targeting resources to key high volume.</p> <p>Participation in Test of Change at QEUH, and</p>	HSCP	



communities with the appropriate supports in place.		<p>@ Home and Glasgow's Care Home Call Before You Convey test-of change from Winter 2024. A paper is due for consideration of the IJB in May 2025, paper not available at this time.</p> <p>https://glasgowcity.hscp.scot/publication/item-no-08-hospital-home-model</p>	<p>renewed focus to implement Choices Protocol where families may delay discharge planning due to lack of availability in Care Home of choice</p> <p>Approval sought from IJB May 2025 on model of Hospital at home and Call before you convey.</p>		
Support people to live safely and independently at home and continue the move away from traditional service delivery models to those which enable people to access services and supports in their local communities as active members of their communities.	Reduce Delayed Discharges	<p>Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.</p> <p>A significant development in 2024/25 has been the expansion of the Discharge to Assess (D2A) model, ensuring that individuals who no longer require hospital care but need additional assessment time can transition to Intermediate Care settings quickly and safely. This has been supported by daily Intermediate Care huddles, where multidisciplinary teams review patient progress, identify barriers to discharge, and take action to expedite transitions. This proactive approach has improved service efficiency and ensured that Intermediate Care remains a fluid and responsive service</p> <p>The development of an Improvement programme working across Demand / Activity / Capacity & Queue to improve overall performance, reduce length of stay, and</p>	<p>Continue implementation and review of the Discharge to assess process, using care home placements to undertake patient assessment outwith acute settings.</p> <p>Develop Additional Referral Pathways and Interventions - Additional Hospital at Home pathways / Call before you Convey / enhanced support to Care Homes. Approval sought from IJB May 2025.</p> <p>Continue the use of Intermediate Care & Discharge to Assess, and collaboration with HSCP owned residential beds to</p>	HSCP	

		<p>increase availability of beds by reducing delays.</p> <p>Hospital at Home – the original service was subject to a review and re focus in November 2024 and will be replaced by a new community led services that will deliver against both the aims of the original Hospital @ Home and Glasgow's Care Home Call Before You Convey test-of change from Winter 2024. A paper is due for consideration of the IJB in May 2025, paper not available at this time.</p> <p>https://glasgowcity.hscp.scot/publication/item-no-08-hospital-home-model</p> <p>Throughout 24/25, Intermediate Care services within GCHSCP have continued improving existing discharge pathways, reducing delays, and supporting patient-centred rehabilitation. As an essential component of the health and social care system, Intermediate Care provides a transitional support between hospital and their home location, which allows individuals to recover, regain independence, or transition into long-term care settings.</p> <p>This year has seen notable progress in addressing delayed discharges, increasing service efficiency, and improving patient experience. While demand for Intermediate Care remains high, strategic developments have contributed to more structured</p>	<p>improve pathways and reduce delays.</p>		
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		<p>discharge planning, improved integration with hospital discharge teams, and enhanced engagement with care homes, families, and social care services.</p> <p>A weekly multi-disciplinary meeting was introduced, bringing together homelessness services, social care, addictions, and complex needs teams to coordinate a holistic approach to discharge planning. This has enabled more effective transitions, ensuring that individuals have access to both appropriate care and stable accommodation.</p>			
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	<p>A working group has been established with membership from across the partnership, communities, housing and commissioning to reduce delays and barriers to home environments/communities for patients requiring environmental cleans, and ensure appropriate support is in place.</p> <p>The HSCP does facilitate weekend discharges to home care, intermediate care and care homes. Numbers remain modest but dialogue remains ongoing with Acute colleagues to increase referrals for weekend discharge.</p> <p>A whole system approach is required to enable a successful 7 day discharge model.</p>	<p>Implement a 7-day discharge model, supporting acute planning to deliver 7-day discharge and including 7-day admission and discharge within intermediate care home placements.</p> <p>Aim for a shift from patients being delayed by identifying a planned day of discharge to support actions underway.</p> <p>The HSCP does facilitate weekend discharges to home care, intermediate care and care homes. Numbers remain modest but dialogue remains ongoing with Acute</p>	HSCP	A


			<p>colleagues to increase referrals for weekend discharge.</p> <p>The systematisation of PDD - Planned Day Of Discharge remains a strategic priority for both the Scottish Government and NHSGGC Board. However, this has not been achieved. The HSCP is supportive of PDD and will continue to support Acute in its efforts towards implementation.</p>		
Support people to live safely and independently at home and continue the move away from traditional service delivery models to those which enable people to access services and supports in their local communities as active members	Reduce Delayed Discharges	<p>GCHSCP South Locality teams have been running an innovative service that supports and improves patients' health and wellbeing while keeping them in their own homes for longer and reducing the need to be admitted to hospital.</p> <p>As at Oct 22, 594 acute hospital bed days were saved through a test of change, which provides hospital level treatment to patients with acute illnesses in their own homes.</p> <p>Implementation of Zebra printers – Positive staff survey / reduced time travelling / reduced risk of invalid samples due to timing</p> <p>Development of Referral pathways – SAS / AAU – Increasing referrals from both pathways evidenced by patient data, case studies to support further development</p>	<p>Review and development of referral pathways; Planning for test of electronic prescribing; Planning for implementation of digital nursing notes; Repeat patient and referrer qualitative surveys – previous responses showing high level of satisfaction; Explore potential for further use of point of care or digital options to support clinical care; Revisit overall communications strategy to support referrals and liaison with patients and families</p>	HSCP	

of their communities.		<p>Scale up to Total South and all NW GPs feeding into QE – All GPs now on line to refer from defined postcode / practices – evidence of GP referrals which will be further enhanced through implementation of communication strategy, including production of info video to support GP referral (in production)</p> <p>Implementation of QR code to support GP referral – Established to promote ease of referral and ensure patients meet criteria – reduced level of declined referral</p> <p>Implementation of IV anti-biotic protocol – Established and provided as part of business as usual interventions – evidence of level of intervention increasing from clinical review</p> <p>Implementation of blood transfusion protocol – Established and cases commenced to utilise pathway</p> <p>Increase to 15 bed capacity – Established – regularly retained at 15 beds. Moving towards increase to 20 bed capacity based on staffing capacity / availability of senior decision makers</p> <p>Establishment of framework for scale up – workforce / financial and outline implementation plan – approved by CMT – Framework established – awaiting decisions around recurrent funding and increased funding to enable development to system wide level</p>			
Support people to live safely and independently at	Progress strategy to focus on importance of mental well-being	<p>An overall update of all Health Improvement Activity can be found in the HI Annual Report linked below.</p> <p>Health Improvement Annual Report 2023-24</p>	Support the implementation of the “A Socially Connected Glasgow” strategy	HSCP	


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.	in recovery from pandemic				
Commitment 4. Work in partnership with communities and other services to ensure that people, particularly the most vulnerable, are kept safe from harm and that risks are identified, reduced and managed appropriately.					
Action	Milestones (current)	Progress & Impact	Planned Activity / Route to Green	Lead Service	RAG
Review provision of emergency accommodation for homeless households leaving hospital.	Progress work to reduce homelessness	<u>Review of emergency accommodation</u> complete	To ensure access to accommodation that meet people's needs and minimises delayed discharge for homeless households.	HSCP	
Progress initiatives that prevent and reduce the risk of homelessness	Progress work to reduce homelessness	GCHSCP's Children and Families service, along with Homelessness Services, have also continued to fund the Private Rented Sector (PRS) Hub. The PRS Hub have developed strong and effective working relationships with partner organisations to support tenants in the PRS, particularly families with children, many of whom are	Improve access to housing support for households at risk of homelessness and households within private rented accommodation	HSCP	



		<p>living in poverty due to the impact of welfare reform. The Hub has played a key role in the prevention of homelessness which is the focus of the RRTP.</p> <p>Since its inception, the PRS Hub has supported a total of 1,684 households living in the PRS including 2,544 children with a homelessness prevention rate of 79%. In the past year alone, the PRS Hub has ensured that 380 children avoided homelessness due to services provided. Furthermore, in the last year, a total of £402,000 has been received by families, through previously unclaimed benefits, with assistance from Welfare Rights Officers.</p> <p>https://glasgowcity.hscp.scot/publication/item-no-13-glasgows-housing-emergency</p>			
	Progress work to reduce homelessness	<p>A scoping exercise was undertaken on the feasibility of developing a Flexible Homelessness Prevention Budget. Following the scoping exercise it was agreed to delay the development of any pilot until 2025/26 until the Scottish Government has published their plans for Homelessness Prevention funding aligned to Housing (Scotland) Bill 2024 and the new homelessness prevention duties. Delaying the development of any flexible prevention budget will allow the HSCP to determine if the approach aligns with the Scottish Government's revised approach to homelessness prevention activities. In addition, the delay will allow the</p>	<p>Development and implementation of the Flexible Homelessness Prevention Fund.</p> <p>Delaying the development of any flexible prevention budget will allow the HSCP to determine if the approach aligns with the Scottish Government's revised approach to homelessness prevention activities. In addition, the delay will allow the HSCP to assess if there</p>	HSCP	A



		HSCP to assess if there will be the budget to seek Scottish Government funding for any pilot.	will be the budget to seek Scottish Government funding for any pilot. There is also a recent IJB report regarding the Housing Emergency which is available at and provides information on wider housing and homelessness pressures in the city		
	Progress work to reduce homelessness	<p>A new Rapid Rehousing Fund has also been created for 2024/25. The purpose of this fund (£20k) is to allow quicker move on from temporary accommodation for single person households who often must wait for a Scottish Welfare Fund (SWF) award prior to moving into their settled let. The fund will be available to support the purchasing of items such as small, portable cookers, fold down beds etc. which will allow individuals to move into their tenancies whilst awaiting their SWF award which takes an average of 25 days. A review of the outcomes of this fund is planned for October 2024.</p> <p>An update is due to come back to the IJB in 2025.</p>	Provide funding that can be used flexibly to support small scale grants to people at risk of homelessness in order to sustain their existing accommodation.	HSCP	
	Progress work to reduce homelessness	<p>Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.</p> <p>The review of the Flexible Outreach Service has been delivered via Commissioning Services with additional support from Homeless Network Scotland. This review and</p>	Carry out a comprehensive review of the homelessness Flexible Outreach Service – review complete	HSCP	




		new coproduced model have been delivered through the All in For Glasgow workstream. This workstream has focussed on a whole system review. The workstream has recently gone through a formal procurement tender process. This new model is titled Wayfinder.			
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.	APR Update: Homelessness and Asylum	<p>Given the increased demand on Homelessness Services, largely resulting from the streamlined asylum decision making process, Glasgow City Health and Social Care Partnership have been required to rapidly increase its use of temporary accommodation.</p> <p>Homelessness Service are working with colleagues in Neighbourhoods, Regeneration and Sustainability (NRS) to identify vacant properties within the city which can be used as temporary accommodation to ensure the HSCP continues to meet its statutory duties. In the short term, Homelessness Services have increased the provision of bed and breakfast/hotel accommodation and have more than double the number of households in this type of accommodation (currently around 1,300) than when the accelerated decision-making process began.</p> <p>https://glasgowcity.hscp.scot/publication/item-no-13-glasgows-housing-emergency</p>	<p>In light of the increased demand, Homelessness Services reviewed their Accommodation Strategy in 2024/25 to recalibrate the aims and objectives of the strategy aligned with this unforeseen increase in demand.</p> <p>The Temporary Accommodation Strategy is due to be considered by the IJB in June 2025.</p> <p>Providing temporary accommodation to all homeless households, including those granted leave to remain, is a statutory duty under section 29 of the Housing (Scotland) Act 1987 therefore our target (and to make the indicator green) would always be 100% i.e., providing an offer of temporary accommodation</p>	HSCP	

			<p>to all households at the point of request. Unfortunately, due to the increasing demand on Homelessness Services, it has not always been possible to offer temporary accommodation at the point of request which is why this has a RAG rating of Amber.</p> <p>If we are unable to make an offer of temporary accommodation, Homelessness Services would work with the household to try and support them to secure alternative accommodation for the night which may be through friends or family, and would link in with the household the following day and make further attempts to secure that accommodation is made available for them.</p> <p>Given this is a statutory duty, this is reported to the Scottish Government who publish this information in relation to all local authorities in Scotland</p>		
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			There is also a recent IJB report regarding the Housing Emergency which is available at and provides information on wider housing and homelessness pressures in the city, and specifically in relation to asylum pressures.		
Implementation of Glasgow City IJB's first Domestic Abuse Strategy.	Support victims of domestic violence	<p>The Domestic Abuse Strategy was approved by the IJB in March 2023.</p> <p>Safe & Together training has been delivered to Children and Families teams (south), and to selected staff from all services in Glasgow. Over 300 staff members from across the city received online half-day overview training, including staff attending the city-wide MARAC, and all grades of staff from Justice services, NORM, ADRS, Police, Police Custody Health Care, Homelessness services, Adult services, Older People services, Children's services. 75 places were offered specifically to South Children Services for the 4-day core training. These places were extended to Justice services in South, NORM and the Caledonian team making 101 in all. There was also manager training (3 days) that was largely made up of south managers in different parts of the service either child protection or with a significant interface with child protection – 40 places in all.</p>	Implementation complete	HSCP	

		<p>Adult services and Older People's services planned a series of domestic abuse awareness briefing sessions for staff. Around 300 members of staff signed up to attend. The briefings offer an understanding of the Domestic Abuse Strategy and aim to support staff in improving their responses to people who suffer domestic abuse by discussing all available and suitable domestic abuse trainings. Through these briefings, staff are afforded time for reflection and discussion around the issues raised and their own opinions and experiences.</p>			
	Support victims of domestic violence	<p>Review of the Gender Based Violence (GBV) service and role of the GBV workers in each locality to improve effectiveness of support provided to their service users. New ADRS Skill mix model approved September 2024</p>	<p>New skill mix model approved by IJB September 2024</p>	HSCP	
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-quality drug treatment and deliver initiatives and priorities to tackle the harm	<p>The Safe Drug Consumption Facility is situated in Hunter Street Health and Social Care Centre and is well known to the target population and key partners. It opened in January 13th 2025.</p> <p>Since opening to end of April 2025, The Thistle has been used 2731 times by 246 individuals.</p> <p>Nursing staff within the Using Space have supervised more than 2010 injecting episodes, with people injecting cocaine, heroin or both. There have been 30 medical</p>	<p>6 month post implementation report due to be considered by IJB soon.</p> <p>Evaluation ongoing.</p>	HSCP	


	caused by alcohol and drugs in the city.	emergencies with which staff have been able to respond. https://glasgowcity.hscp.scot/news/thistle-exceeds-expectation-latest-figures-provided https://glasgowcity.hscp.scot/thistle-service-data September 2024 update to the IJB			
Recognise gambling harms as a public health issue.	Provide the information and supports required to those who are experiencing or are at risk of experiencing harm in our city to ensure protection from harm	GCHSCP Health Improvement in partnership with Public Health Scotland commissioned a Glasgow-based creative arts organisation to co-create a collection of fully anonymised composite stories and posters that reflect the realities and experiences of gambling exposure, participation, risks and harms for people in Glasgow. These stories are based on real people's stories and have been told by people with lived experience of gambling harms and aim to raise awareness and tackle stigma. The resource is entitled; and available here Whats at Stake; Glasgow's Stories of Harms and Recovery	Continue to work with colleagues and partners to explore the impact of online harms and young people's digital life on their health and wellbeing outcomes.	HSCP	
Commitment 5. Work to promote safe and equitable access to the right services in the right place at the right time for all with particular awareness of the needs of protected or marginalised communities					
Action	Milestones (current)	Progress & Impact	Planned Activity / Route to Green	Lead Service	RAG
Connect people and those they care for to the right supports, in the right place and	Embed Health and Social Care Connect service	Phase 1 of Health and Social Care Connect was launched in November 2022, including the following social work services: Children and families, Homelessness and adults and older people.	Monitor and review the recently launched Health and Social Care Connect service	HSCP	

at the right time through more straightforward and timely signposting and information for those looking for support within their communities.	Launch Alcohol and Drug Recovery Services	<p>A pathway has been developed for Health and Social Care Connect and Alcohol Drugs Recovery Services, 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 in preparation for future roll out.</p> <p>Launch of HSCC for Alcohol and Drug Recovery Services and some community services is not proceeding (MAT standards require same day response from GADRS).</p>	No longer proceeding via HSCC continue to deliver via ADRS	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	An HSCP officer with a primary role in supporting and advocating for the interests of carers has been identified as a non-voting Member of the IJB and Member of the Public Engagement Committee.	Support carer representation on the Integration Joint Board and Public Engagement Committee	HSCP	
Develop a package of	Continue to support carers	In November 2023 the IJB approved the Scottish Recommended Allowances for	Kinship carers allowance package	HSCP	


<p>funding supplements and benefits access that assists children and young people to be sustained within their extended families and school community.</p>		<p>kinship and fostering services as agreed by COSLA and the Scottish Government seeking IJB agreement to implement the payment of the proposed allowances backdated to 1st April 2023.</p>			
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GRAND CHALLENGE ONE:					
Reduce poverty and inequality in our communities					
MISSION 4: Support Glasgow to be a city that is active and culturally vibrant					
Commitment: Re-open agreed council owned venues					
Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Re-open agreed council owned venues	<p>Cardonald Library works to be progressed.</p> <p>Recommendations for the future of Ruchill Community Centre approved by CAC on 22 May 2025.</p>	<p>Glasgow Life operates a total of 100 venues and outdoor facilities on behalf of Glasgow City Council, which includes one Head Office and venues that are currently closed (Cardonald Library, Scotstoun Outdoor Hall and Whitehill Pool (Reinforced Autoclaved Aerated Concrete (RAAC); Ruchill Community Centre (insufficient funds); and Langside Library, Bellahouston Pool and the People's Palace (Refurbishment)).</p> <p>Funding has been secured for the remedial works to Cardonald Library.</p>	<p>Project plan being developed for Cardonald Library works. Recommendations for the future of Ruchill Community Centre were approved by the City Administration Committee on 22 May 2025.</p> <p>Officers from GCC and Glasgow Life are engaging with the 'Save the Whitehill Campaign Group' to develop a detailed options appraisal for Whitehill Pool over the summer period.</p> <p>Discussions are ongoing with GCC regarding Scotstoun Outdoor Hall.</p>	Glasgow Life	A

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/ Route to Green	Lead Service	RAG
Develop a new Physical Activity and Sport Strategy for Glasgow	Physical Activity and Sport Strategy approved by CAC - February 2025 Development of action plan – June 2025	Glasgow's Physical Activity and Sport Strategy was presented to the Wellbeing, Empowerment, Community and Citizen Engagement Committee on 14 November 2024 and was adopted by the city at the City Administration Committee (CAC) on 27 February 2025 .	Complete – February 2025 The official launch of 'Active Glasgow' – Glasgow's Physical Activity and Sport Strategy will take place on 13 June 2025. The accompanying Action Plan will be finalised by the Strategy Steering and Working Group by the end of June 2025.	Glasgow Life	

Commitment: Monitor and deliver Glasgow's Community Learning and Development Plan

Action	Milestones (current)	Progress and Impact	Planned Activity/ Route to Green	Lead Service	RAG
Lead the monitoring and delivery of Glasgow's Community Learning and Development Plan	The CLD Annual Report 2024-25 will be collated and presented citywide by September 2025.	Glasgow Life presented the new CLD Strategic Plan and Action Plans 2024-27 to Glasgow City Council's Wellbeing, Empowerment, Community and Citizen Engagement Committee (WECCE) on 23 January 2025 , and was approved by the Glasgow Community Planning Partnership (GCPP) Exec Group on 17 March 2025.	Complete – March 2025 Glasgow Life will work with Glasgow City Council to embed the city's CLD planning and reporting in the 2024-34 Glasgow Community Action Plan (CAP) and Performance Framework.	Glasgow Life	

			<p>GCLDSP will continue to consider the delivery of the plan in light of any national developments in CLD. The GCLDSP will gather, review and analyse the data & performance information from CLD partners, sharing the findings of the impacts to WECCE and the GCPP Exec Group in September 2025.</p>		
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CASE STUDY	
Commitment	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	Continue to expand the access to and use of technology-based supports to enable people to live independently in their own homes with supports appropriate to their needs.
Milestone	Move away from analogue telecare platforms
Case study title	Community Alarms Analogue to Digital Project (A2D)
RAG Rating	
Synopsis (100 words)	The Community Alarms & Telecare service continues to play a crucial role in supporting individuals to live as independently as possible within their own homes. Currently, the service supports 8,701 service users across Glasgow, reinforcing its significance within care planning and the wider Maximising Independence agenda. A broad range of telecare equipment is utilised to provide tailored support to individuals, enhancing safety, reassurance, and timely intervention.
The challenge	Traditional Community Alarm Systems use traditional phone networks to open a communication line between the service users' home and the Alarm Receiving Centre (ARC) with the upgrade of these networks to internet protocol (IP) or mobile networks so too must the telecare services upgrade to be compatible. Migration of analogue to digital needs to be completed by January 2027 at the latest, and analogue phone provision was ended in 2023.
The solution	<p>A digital system is expected to be more reliable with predicted drops in 'failed alarm calls' than seen with traditional analogue copper network.</p> <p>The analogue to digital switch is an opportunity to make use of the growing digital technology advancements in health and social care support, allowing the sector to provide more joined up preventative care, delivering better outcomes for people and allowing them to remain in their homes for as long as possible.</p>
The impact (including cost savings/income generated if applicable)	<p>The HSCP transition from analogue to digital technology is in its final stages, marking a significant milestone in modernising the service. Glasgow City HSCP has already switched 3,250 service users to digital telecare units, ensuring improved connectivity, signal reliability, and response times. The transition process is being conducted through a new digital Alarm Receiving Centre (ARC) platform, in conjunction with upgraded digital equipment.</p> <p>Key developments in the A2D transition include:</p>

	<ul style="list-style-type: none">• Live system testing commenced in January 2024 and remains on track, with full migration to the new system scheduled for February 2025.• Completion of the outfield device tender, ensuring that all newly installed equipment is digital. No new analogue devices are being deployed.• Collaboration with telecom providers (Virgin Media and BT) to prioritise vulnerable service users for replacement digital devices, mitigating risks associated with the national telephony switchover.• Revised completion timeline: The national switchover deadline has been extended to January 2027, providing additional time for implementation. Glasgow's transition remains well on track to meet this target.
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CASE STUDY	
Commitment	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	Support patients and service users to exercise greater control over their support journey
Milestone	Advance the Diabetes Care Improvement Programme
Case study title	Diabetes Care
RAG Rating	
Synopsis (100 words)	Throughout 24/25 GCHSCP has continued to advance the Diabetes Care Improvement Programme, which aims to improve support for individuals living with Type 2 Diabetes through an enhanced care planning pathway, and data-driven clinical decision making.
The challenge	The programme has placed a significant focus on delivering person-centred Diabetes care, ensuring existing and new patients receive a tailored support plan to manage their condition effectively, whilst also reducing preventable complications and hospital admissions.
The solution	<p>The SCI-Diabetes Care plan was introduced following an extensive development and consultation process, ensuring its effectiveness in delivering patient-centred Diabetes care.</p> <p>A key area of development has been the continued implementation and refinement of the SCI-Diabetes Care plan, a structured, patient-centred tool designed to provide comprehensive care planning for existing and new patients with Type 2 Diabetes. Throughout 24/25, efforts were concentrated on increasing the uptake and utilisation of the care plan, ensuring that GP practices and community health teams are fully embedded within the service delivery. A particular focus was placed on ensuring there is equitable access to Diabetes care across all localities within Glasgow City. Targeted engagement has taken place within areas of higher deprivation, where Diabetes prevalence and associated complications remain disproportionately high.</p> <p>Another major achievement in 2024/2025 has been the expansion of structured education programmes, aimed at enhancing self-management skills amongst patients living with Type 2 Diabetes.</p>

	<p>The “Control It Plus” programme which was designed to provide patients with practical strategies to manage their condition, saw a significant increase in participation, particularly amongst newly diagnosed patients and those identified as being at risk of diabetes-related complications. Alongside this, there has been a concerted effort to strengthen digital engagement, with more patients able to access online diabetes education, support and self-monitoring tools, supporting long-term condition management outside of traditional healthcare settings.</p> <p>Work has also continued to improve care transitions and post-diagnosis support, which has ensured that individuals with newly diagnosed Diabetes are provided with immediate access to a structured care plan and a tailored lifestyle intervention where recommended. Enhanced referral pathways between primary care, specialist diabetes services, and community-based support networks have contributed to a collaborative approach to diabetes management across the partnership.</p> <p>A board wide roll-out commenced in October 2023 after successful testing across a small number of GP practices. Key developments focused on:</p> <ul style="list-style-type: none"> • A fast-track resolution process to address SCI-Diabetes access and login issues. • Development of an instructional video to provide refresher training for clinical staff. • Agreement on key metrics for baseline assessment and tracking ongoing improvements. • Communication and engagement strategy, promoting the initiative through board wide Practice Nurse Meetings, newsletters, and GP learning events.
<p>The impact (including cost savings/income generated if applicable)</p>	<p>This continued and expanded into 24/25, as an open-door policy was implemented, which allows any GP practice to join the programme, at any stage. This approach has capitalised on the early momentum and has ensured there is an equal opportunity for participation with the project. As of July '24 the project covered 101 practices, with 66 successfully using the Care plan for at least three months.</p> <p>Significant improvements were noted after reviewing initial feedback and roll-out:</p> <ul style="list-style-type: none"> • The number of practices using the Care plan increased from 2 to 117 within 12 months. • Care plans issued increased from 424 to 2,315, reflecting an 545% increase in Diabetes care planning. • “Control It Plus” structured education attendance increased by 16.2%, evidencing the support available and interest in better self-management.

	<ul style="list-style-type: none"> • “My Diabetes My Way” registrations increased by 12.6%, enhancing patient engagement with digital self-monitoring tools.
How is the new approach being sustained?	<p>To ensure sustainability, all supporting documentation, including training materials, baseline reporting templates, and engagement resources, has been retained within the Type 2 Diabetes Prevention & Early Intervention Team's repository.</p> <p>This structured, patient-focused approach to diabetes care ensures there is continuous improvement within the self-management of Diabetes, which reinforces GCHSCP's commitment to delivering a high-quality, evidence-based diabetes services for adults and older people.</p>
Lessons learned:	
Contact:	
Links to relevant documents:	

CASE STUDY	
Commitment	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	A Healthy Childhood: Advance the Youth Health Service for Young People (12-18yrs) in Glasgow
Milestone	Improve the mental health support for young people accessing the Youth Health Service (YHS)
Case study title	The Youth Health Service
RAG Rating	
Synopsis (100 words)	<p>The YHS provide a holistic early intervention prevention service for young people aged 12-19, within Glasgow City. This is delivered in the evenings, offering confidential advice and support with both clinical issues (Mental Health / Sexual Health and Drug & Alcohol) and non-clinical issues (housing or employment/training).</p> <p>The service is delivered by both NHS Staff and a range of other commissioned partners.</p> <p>The service also delivers a board-wide weight management programme for young people aged 12-18 with an unhealthy weight.</p>
The challenge	The principal presenting issues continue to be mental health and wellbeing: primarily anxiety, low mood and anger, with significant wider issues around self-esteem, relationships, family and bullying.
The solution	<p>To complement the existing tiered model of mental health support and to address an emerging theme of conflict within the family, family counselling sessions are being trialled to assess benefit. In addition to this development, online Wellbeing Modules, including short videos are now available for young people engaged with the YHS – on topics Mindset, Self-Esteem, Confidence and Anger.</p> <p>In partnership with HSCP colleagues, weekly parenting groups are delivered at the same time as YHS at Maryhill, aspiring to help parent and young person simultaneously. Parenting support is also offered online with training in topics: Trauma, Neurodiversity, Suicidal Thoughts and Self-Harm.</p>

	<p>To impact the waiting list, an additional evening of delivery in NW Glasgow in Q4 has been implemented, with additional financial resource offering more Counselling, Multiple Risk and Clinical appointments.</p> <p>Test of Change with West CAMHS and YHS was piloted to prevent duplicate referrals and to improve waiting list and referral management and consequently improve outcomes for Young People.</p> <p>Communications/ Young People Engagement:</p> <ul style="list-style-type: none"> • YHS Survey: total responses received from parents and carers = 55 and young people = 46. Service feedback was sought on a range of areas including thoughts on the venue environment, positive aspects of the service and areas for improvement. Equality information was collected this year to ensure representation from minority groups. • A report was submitted to the IJB Public Engagement Committee on the overall engagement and participation approach of the Youth Health Service.
<p>The impact (including cost savings/income generated if applicable)</p>	<p>The YHS has been accredited at Gold Level of the LGBT Charter, awarded on 16/04/2024.</p> <p>Employability:</p> <ul style="list-style-type: none"> • YHS Youth Employability Coach in post, since August, with 34 referrals year-to-date. • Volunteering: A young person friendly recruitment approach and subsequent training was developed in partnership with The King's Trust. The Volunteers commenced their roles in venues from February 2025. They are working towards a recognised Youth Achievement award. • Modern Apprenticeship: Business Support Assistant; in partnership with NHSGG&C Learning and Education. The YHS was able to offer SVQ work-based qualification for a young person in Business Administration (SCQF level 6), which was awarded in January 2025. <p>Training and Shadowing Experience</p> <p>The YHS Clinical Team provided training to ST3 GPs this year. A cohort of 15 x Year 2 Medical Students (University of Glasgow) participated again this year, in a shadowing opportunity at YHS.</p> <p>Young Person Feedback:</p> <ul style="list-style-type: none"> - "it's a very welcoming place with excellent music (usually sounds like my playlist is playing) and all the staff are lovely" Age 15, Counselling - "I liked how it was supportive and kept my issues confidential. I felt like I could be open and honest with the

	<p>person I was working with. Very helpful." Age 14, Multiple Risk Programme</p> <ul style="list-style-type: none"> - "I felt very validated...there was a lot of signages which made me feel welcome with pronoun signs and LGBT+ safe space signs" Age 16, Counselling <p>Parent Feedback:</p> <ul style="list-style-type: none"> - "They are always available with support for my daughter, she has come on so much over the last year all thanks to their support" - "The nurse that my daughter attended was one of the most supportive helpful caring people we have met. We both thought she was amazing. Anytime I phoned also all staff were extremely nice and helpful and reception staff nice too." <p>Survey Results:</p> <ul style="list-style-type: none"> • 89% of young people said they felt listened to and understood by our service. • 1 young person said the venue environment was "comforting and calming" • 94% of young people said they would recommend the service. • On average, parents and carers rated our service 4 out of 5.
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5. Recommendations

5.1 The Committee is asked to:

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

6. Policy and Resource Implications

Resource Implications:

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

Legal:

Personnel:

Procurement:

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

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2021-25? Please specify. Not applicable as this is a performance report.

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

Please highlight if the policy/proposal will Not applicable as this is a performance report.

help address socio-economic disadvantage.

Climate Impacts:

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

Not applicable as this is a performance report.

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

Not applicable as this is a performance report.

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

Not applicable as this is a performance report.

Privacy and Data Protection Impacts:

No Impact

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

7. Recommendations

7.1 The committee is asked to:

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