

**Glasgow City Council****Operational Performance and Delivery Scrutiny Committee****Report by Chief Executive****Contact: Cormac Quinn ext 73625****Strategic Plan Performance: Grand Challenge 1: Reduce poverty and inequality in our communities**

- Mission 1: End child poverty in our city using early intervention to support families
- Mission 2: Meet the learning and care needs of children and their families before and through school
- Mission 3: Improve the health and wellbeing of our local communities
- Mission 4: Support Glasgow to be a city that is active and culturally vibrant

Purpose of Report:

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

Recommendations:

The committee is asked to:

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

Ward No(s):

Citywide: ✓

Local member(s) advised: Yes ☐ Noconsulted: 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.
- 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.
- 2.3 It should be noted that council agreed that the Strategic Plan will be subject to an annual review to reflect the volatility of outside pressure and budget constraints. There is an agreed change control process in place to assist this.
- 2.4 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

2.5 Council has previously received updates on Grand Challenge 1, Mission 1, 2 and 3 at meetings on [18 January 2023](#), [3 May 2023](#), [13 September 2023](#), [7 February 2024](#) and [5 June 2024](#)

3. Strategic Plan – Widening of the Cost of Living lens

3.1 The initial report presented to committee had been prepared through a cost of living lens as agreed at the Operational Performance and Delivery Scrutiny Committee in November 2022. The Strategic Plan has initially been reported through a cost of living lens in order to ensure that any new activity initiated or prioritised as a response to the Cost of Living crisis can be reflected in performance reporting and considered as part of the annual review agreed by full council.

3.2 The Strategic Plan is now being reported with a wider lens than the Cost-of-Living focus and reflects the wider commitments in the Strategic Plan, while keeping track of commitments which emerged through the ongoing Cost of Living lens.

3.3 The review of the Strategic Plan was completed and presented to [Full Council](#) in October 2024.

4. Commitments and Emerging Commitments

4.1 Work is in progress to deliver the Strategic Plan commitments across key areas. This report will provide an update on this work and continue to provide a focus on the Cost of Living related commitments.

4.2 Some of the key areas highlighted in relation to Grand Challenge 1 Mission 1, 2, 3 and 4 include:

- The continuing development of the network of Welcome Places to provide access to a warm, welcoming and safe space that supports citizens
- Citywide support vulnerable citizens in Glasgow to access the 'right support in the right place at the right time
- Delivering the Glasgow's Child Poverty Pathfinder
- 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.
- Delivering the activity outlined in the Health Improvement Strategy 2023-2028

- Continuing the development and delivery of Earlier Intervention Family Support Services.
- Maximise the impact of the 2023 UCI Cycling World Championships, and Glasgow's year as European Capital of Sport.
- Introduce community referrals to encourage wider participation in sport, culture and physical activity programmes and improve collaboration within the health and wellbeing sector.
- Securing the investment for People's Palace and Winter Gardens


4.3 One emerging Commitment is also highlighted

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


5. **Next Steps**

- 5.1 As noted above, the regular review of the Strategic Plan will continue to allow for the consideration of emerging commitments and determine whether they will require sustained focus within the Strategic Plan going forward.

GRAND CHALLENGE ONE: Reduce poverty and inequality in our communities**Mission 1: End child poverty in our city using early intervention to support families****Commitment 1: Prioritise anti-poverty policies and actions to improve wellbeing and tackle root causes of poor health.**

Action(s)	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Network of Welcome Places to provide access to a warm, welcoming and safe space that supports citizens to reduce fuel costs, build social connections and secure support and advice.	<p>Free refreshments offered from all GL libraries as part of winter 24/25 delivery.</p> <p>7 x 3rd sector venues are planned to operate a similar offer to Glasgow Life.</p> <p>Areas where learning from the initiative could inform improvements in the overall model of delivery to be examined.</p>	<p>Welcome Places extended out to 7 x 3rd sector venues across the city to provide support over winter.</p> <p>All Glasgow Libraries continue to offer refreshments as part of the Welcome Places approach between 14th November until 31 March 2024 in line with the end of the winter 24/25 period.</p> <p>Where required, additional programmed activity aimed at families has been provided at libraries to support the cost-of-living crisis.</p>	Financial Inclusion & Transformation Team to continue to support the development of Welcome Places services offered by third sector organisations to citizens.	CED/ Glasgow Life	

Commitment 2 : Prioritise Glasgow's most vulnerable households while continuing to deliver universal support services

Action(s)	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Bespoke support to lone parents to move into suitable	GCC funding for this project concluded in August 2023. OPFS	A total of 154 parents have engaged with the service.	Funding for this project has now concluded.	CED	


and sustainable education and employment opportunities (OPFS Employment Project)	sustained the service between September to December 2023 and GCC made a final investment in Jan-Mar 2024	<p>Financial gains for the duration of the programme are £492,661</p> <p>A total of 43 parents have also been supported with debt advice.</p> <p>8 parents have been supported to enter employment with 20 sustaining jobs and being supported to do so. A further 15 parents were supported to access appropriate childcare.</p> <p>54 parents have accessed training and gained qualifications to support them to build their skills and confidence.</p> <p>The service has also worked with 16 single parents to sustain their college courses.</p>			
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Commitment 5: Review the Poverty Leadership Panel as a reference group to ensure that lived experience is at the heart of our response and that we are responding appropriately, where we can, to the cost-of-living crisis.

Action(s)	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
An independent review of the PLP conducted	First draft completed in Autum 2023	Independent review final report completed.	Engagement with political sponsor will be undertaken to agree and sign off report, next steps and timescales.	CED	A


Commitment 6 : Continue to deliver the Glasgow Helps project.


Action(s)	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
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<p>Citywide person-centered offer to support vulnerable citizens in Glasgow to access the 'right support in the right place at the right time'</p>	<p>Glasgow Helps embedded a new staffing structure that aims to meet the needs of service users.</p> <p>Ongoing development of the Advice Pro system, to improve data quality and monitoring.</p> <p>Outreach in over 40 venues across the city since January.</p> <p>Increased partnership working with ICJ/LTC team to develop team with Holistic Support offering</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.</p> <p>Key to this development has been the use of data to ensure that we are reaching those most in need of our support. Data and insights are used to identify areas for further service development.</p> <p>There are staff from three partner organisations currently based within the team; Police Scotland, Glasgow's Golden Generation and Maryhill Housing Association.</p> <p>Our unique referral pathway with Police Scotland allows for the victims/perpetrators of crime to be referred into Glasgow Helps in an effort to provide supports and engagement that may reduce rates of offending or engagement with Police Scotland.</p> <p>Since October 2023: Over 5000 individual clients supported</p> <p>Made over 5743 unique referrals to 207 agencies and organisations</p>	<p>Glasgow Helps will work with the Child Poverty Programme to support delivery of the Southside Central Demonstration of Change project, where we will act as the key worker.</p> <p>Participation in pilot programmes with the HSCP North East Joint Family Support Team, where Glasgow Helps HSO's will lead a multi-agency support response to families identified as being on the cusp of social work services.</p> <p>Glasgow Helps will continue to participate in evaluations commissioned by the Trussell Trust and Scottish Government.</p>	<p>CED</p>	
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		<p>Registered over 4000 outcomes through our work with people</p> <p>Averaged around 220 inbound contacts per week (since January)</p> <p>Provided intensive case management support to 447 people and families, 100% of whom said they have a better understanding of services and supports available to them in their community as a result. By taking the time to understand rather than simply assess needs, people note an average reduction in concern of 47% & score the service at a 9.95/10.</p>			
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Commitment 7: Continue to work to maximise incomes for all low-income households, including those households in work.

Action(s)	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
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>Currently live in 49 schools (29 secondaries, 19 primaries and 1 ASL school)</p> <p>FI providers secured and monitoring arrangements agreed</p> <p><u>Impact/Outcomes</u></p> <p>939 clients accessed the service of which 513 have been supported to secure approximately</p>	<p>Continuous ongoing service development which seeks to improve how the service is delivered in terms of job roles, systems and partnerships.</p>	CED	

		<p>£2.7 million in financial gains (April 2024 - October 2024)</p> <p><u>Debt Managed</u></p> <p>107 clients supported with a total of £497,752 debt managed (June 2022 - May 2023)</p> <p><u>Poverty Drivers</u></p> <p>Cost of Living - 14% of total financial gains</p> <p>Income from Social Security - 84% of total financial gains</p> <p><u>Priority Groups*</u></p> <p>49% Lone Parent Families 18% Families which include a disabled adult or child 36% Families with 3 or more children 66% Minority Ethnic Families *Please note a client can appear in more than one priority group</p>			
Make a House a Home	Project is established and is continuing to support women and families affected by gender based abuse move into a sustainable tenancy through providing up to £1,000 to provide items	Since the project was established, 241 families with 341 children have been supported move into their new home, increase confidence and sustain their tenancy. The average support package amounts £680.00 per family.	Continue to monitor the programme to ensure targeted support for women and children affected by gender based abuse	Chief Exec	



	such as household essentials and safety measures.				
<p>Pre-Loved Initiative: By expanding access to pre-loved clothing, we can reduce financial pressure on families, promote sustainability, and strengthen community connections.</p>	<p>Establish pilot targeted referral project to support families with access to children's clothing</p> <p>Offer £100 digital vouchers for pre-loved clothing, enabling families to shop online, in-store or delivery.</p> <p>Support Glasgow's Circular Economy goals by reducing waste, encouraging sustainable reuse, and diverting items from landfill.</p>	<ul style="list-style-type: none"> • Over 1,800 clothing items distributed to 449 children, with an exceptionally low refusal rate (only 2 families). • Families received clothing tailored to their specific needs, highlighting that school clothing was less in demand compared to casual or winter wear. • Carbon savings of approximately 3.2 tonnes, achieved through the reuse of clothing that would otherwise have been discarded. • Significant cost savings for families, averaging £2,519 per family based on the high cost of new clothing items. • Collaboration with ApparelXchange and Merry-Go-Round has facilitated the seamless delivery of high-quality pre-loved clothing. 	<p>New referrals currently paused as project has reached capacity.</p> <p>Outstanding balances from unused vouchers are being reviewed to identify opportunities to reallocate funds no longer required to other children in need.</p> <p>Conduct a full evaluation of the programme to assess its successes, challenges, and areas for improvement.</p> <p>Use insights gained to inform future recommendations including connections to sustainability agenda set out in Grand Challenge 3 - <i>'Fight the Climate emergency in a just</i></p>	CED	


			<i>transition to a net zero Glasgow'</i>		
Commitment 8: Deliver Glasgow's Child Poverty Pathfinder					
Action(s)	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Working in collaboration with partners from across the public and third sector, address unacceptable levels of child poverty through systemic change.	<p>Commenced second phase - moving from Pathfinder to Programme delivery</p> <p>Secured policy alignment by embedding family poverty within Glasgow Community Plan and Children's Services Plan</p> <p>Continued to drive forward work to address system failure by tackling barriers; Ongoing progress with data sharing</p> <p>Innovative work initiated with SG in relation to funding flexibility</p> <p>Initiated number of targeted Demonstration of</p>	<p>Programme plan developed and initiated</p> <p>Community Plan approved and commenced development of shared Performance Framework, demonstrating joint accountability to deliver single priority on family poverty</p> <p>Significant progress in addressing challenges with data sharing</p> <p>Created aligned funding to support Whole Family Early Intervention and further Funding flexibility proposal under development for 2025/26 and beyond</p> <p>3 Demonstrations of Change live (Southside Central, Calton & Govan)</p>	<p>Complete first draft of city Performance Framework in March 2025 and commence live testing in 2025/26</p> <p>Continue to embed policy alignment, accountability and funding flexibility work throughout the Programme and build on existing progress (partnership working, culture change, data).</p> <p>Initiate funding flexibility pilot and capture learning to influence further opportunities.</p> <p>Deliver improved outcomes across all</p>	CED	G

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



Commitment 1: 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(s)	Milestones	Progress and Performance	Planned Activity	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.	Sustainability Agenda for regarding the use of clothes.	ES	G
Prioritize anti-poverty policies and actions to improve wellbeing.	Monitor progress of Cost of the School Day Champions.	Continued input into Child Poverty Group. Annual Child Poverty Update – Cost of the School Day information shared. Continue to work with partners and Glasgow Parents Group . Challenge Poverty week took place in October 24.	Promote Poverty awareness and financial inclusion information using Digital resources.	ES	G
Support implementation of council policy on Free School Meal holiday payments.	Implement council policy.	Free School Meals Update went to Education, Skills and Early Years City Policy Committee in October	GCC are providing funding to support eligible families over the winter break for children and young people who are in receipt of Free School Meals (FSM) P1 to S6. The payment for each child will be £20.00.	ES	G

			Glasgow intends to offer free school meals to those in receipt of the Scottish Child Payment with children in primary 6 and primary 7 payment from February 2025. These dates are in line with Scottish Government guidance.		
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.	As of November 2024, there are 9 FISOs covering 29 secondaries, 17 primaries and 1 ASN school. In 2023/24 the amount of financial gain for families in the city was £3,420,971.	The expansion into Early Years has been overtaken by the Child Poverty Pathfinder's focus on 0–5-year-olds, who, are deep, or on the cusp of poverty and the group is looking at alternate pathways of support. Continued expansion of Financial Inclusion Support Officers tied up with availability of funding.	ES	
Deliver the Glasgow Pathfinder project pilot on eligible 2-year-olds optimizing financial support to families using Council nurseries.	Review financial support optimization. Align work on the new Scottish Government/Department for Work and Pensions	Ongoing work with the Pathfinder and other partners to identify issues and solutions. Quarterly analysis of DWP data to identify gaps in provision. Presentation to Pathfinder leads week beginning 2nd September to identify opportunities.	Explore potential to expand Family Wellbeing Eligible 2's project to address some of the issues. Ongoing meetings with Poverty Pathfinder on range of	ES	

	(DWP) data sharing project on eligible 2-year-olds with Pathfinder priorities.	Family Wellbeing Eligible 2's project expanding from 18th November 2024.	issues relating to childcare.		
Support the Glasgow Helps Project including the referral pilot established in selected nurseries.	Support the evaluation and further development of the referral pilot.	Referral pilot now embedded in selected nurseries and wider connections made with all nurseries across the Council area. Glasgow Helps presented to all nurseries November 2024 to establish connections.	Broaden referral pilot to include further nurseries and extend to the School Age Childcare sector.	ES	


Commitment 3: Ensure digital inclusion for children and young people.

Action(s)	Milestones	Progress and Performance	Planned Activity	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>59 schools and early years establishments now have the Digital Schools Award accreditation across Glasgow.</p> <p>43 have applied for the award but are yet to complete the process.</p> <p>Identified 4 schools to engage with the Apple Distinguished Schools programme.</p>	<p>Provide further support for schools engaging in the Digital Schools Award through Digital Coordinator intervention across learning communities.</p> <p>Engage with schools identified to carry out appraisal of their suitability to enter the Apple Distinguished Schools programme process.</p>	ES	
Strengthen the impact of	Increased number of Showbie and SeeSaw	Over 2337 Showbie teachers across the city. Career-Long Professional Learning provided	In collaboration with XMA training provider, Showbie and the	ES	

Continuous Professional Learning with partners including Apple and XMA.	<p>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>across learning communities for Showbie deployment and onboarding.</p> <p>16 Apple Learning Coaches accredited in 2024 session. These high skilled practitioners are coaching staff within their own establishments to get the most out of Apple technology by enhancing the teaching, learning and improving their digital pedagogy within the classroom.</p> <p>Witnessed increase in the use of Showbie across the authority.</p>	<p>Glasgow Apple Regional Training Centre (RTC) continue to support learning community roll out of the platform.</p> <p>Support our Apple Learning Coaches through a dedicated Teams channel where over 140 Apple Learning Coaches can gather for advice, resources or support.</p> <p>Continue to support learning communities currently onboarding with Showbie.</p>		
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>There are 28 Digital Coordinators across 27 Learning Communities. The Digital Coordinators have been in place for almost a year. This is voluntary role agreed by Heads of Establishments for each volunteer.</p> <p>Continued to support the digital coordinators of learning communities by providing a dedicated Teams space where there is a wealth of resources they can share within their respective learning communities.</p>	<p>Produce a range of resources for parents in relation to Artificial Intelligence including facts and one-pagers. Taking forward a Digital Leaders of Learning (DLoLs) surgery approach in each learning community. Weekly surgeries to be hosted by the Digital Development Officer for GCC, one per week at a</p>	ES	

			venue within each learning community. Support all schools in achieving their Digital Schools Award status.		
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Commitment 4: Develop targeted campaigns and communications to raise awareness of misogyny, and to combat sexual harassment within our schools.

Action(s)	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Continue to support events and days of acknowledgement to raise awareness, mainstream and embed equalities practice.	Build awareness of citywide practice. Progress and evaluate Career-long Professional Learning linked to protected characteristics.	Education supported the Carter Centre development and launch of the Girls Club App. All secondary schools were invited to have young women to represent their school at the launch and for each school to promote the key messages being shared throughout the campaign as well as access the free Girls Clubs App. The Carter Centre launch video was shared with schools. Quality Improvement Officers participated on the national Harmful Sexual Behaviours Forum, hosted by Strathclyde University. The Mentors Against Violence Programme is being delivered in some secondary schools. Pastoral Care and personal and social education networks are ongoing throughout the school year.	Carter Centre launch video will be shared with schools as a suggested resource. A possible roadshow to all secondary schools is currently being explored to use the video as key themed resource and provide workshops in relation to subjects raised. Secondary schools delivering Mentors Against Violence Programme will offer to their feeder primary schools as part of transition process.	ES	

			<p>Management Circular 81: The teaching of relationships, sexual health and parenthood continues to be updated with local and national guidance as a source of guidance for Glasgow schools.</p> <p>Pastoral Care and personal and social education networks will inform improved access to resources and strategies to be used to improve learning and teaching within secondary schools.</p>		
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Commitment: Provide support in schools for children from marginalised groups, including refugees and asylum seekers and LGBTI+ young people.

Action	Milestones (current)	Progress & Performance	Planned Activity	Lead Service	RAG
Empower the Education Equalities Working group (EEWG) to take forward work planned developments and opportunities for professional learning related to	<p>Review current practice against all protected characteristics.</p> <p>Action plans updated to include refreshed focus as appropriate.</p>	<p>City wide school's PARTIE Event held in City Chambers during October '24 to raise awareness of anti-racism work across the city.</p> <p>Equalities Career-Long Professional Learning offer continues to be extended and refreshed to include</p> <ul style="list-style-type: none"> Anti Racism Conversation Workshops 	<p>Review of PARTIE and ALLIES , city wide events with a view to developing locality based events for children, young people and staff.</p> <p>Review of current awareness raising events and days of</p>	ES	<div style="background-color: green; color: white; padding: 2px 5px;">G</div>



all characteristics and intersectionality.		<ul style="list-style-type: none"> • GEPS -Anti-racism and Inclusion Development Groups • TIE -LGBT Inclusive Education e-modules • Included Nurtured Supported – inclusive practice and pedagogy training • Voices Unite Project 	<p>acknowledgement currently recognised and celebrated across schools.</p> <p>Identify gaps and opportunities to further embed equalities practice and awareness raising across all sectors.</p>		
Commitment: Continue to work with LGBTI+ Youth Scotland and Time for Inclusive Education campaign on inclusive education including consent education.					
Action	Milestones (current)	Progress & Performance	Planned Activity	Lead Service	RAG
Develop further professional opportunities in liaison with inclusive education partners.	Implement, review, and evaluate Career-long Professional Learning offer.	Schools continue to sign up for TIE e-learning modules. Most recent data collected shows 1171 teachers have completed stage 1 and 757 have completed stage 2.	<p>Continue to roll out stage 1 and Stage 2 learning modules.</p> <p>Spotlight Professional Learning on the new SG Guidance 'Inclusive Education' and further TIE resources to take place in January and February 2025.</p> <p>A series of ALLIES events are planned for 2025 followed by Pride Lite events.</p> <p>These events will continue to aim to:</p>	ES	<div style="background-color: green; color: white; text-align: center; width: 20px; height: 20px; line-height: 20px;">G</div>

			<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		
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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(s)	Milestones	Progress and Performance	Planned Activity	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> <ul style="list-style-type: none"> An Equality Impact Assessment has been published. 	<p>Lead the development and implementation of an NHSGGC Early Years Mental Health Improvement Framework</p> <p>Health Improvement Annual Report 2023-24</p>	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>A range of staff training options continue to be available to staff however funding is being identified as a pressure. Routine training and communication to staff to encourage uptake continues to be delivered.</p>	<p>Continue to invest in the city's suicide prevention partnership and will support the forthcoming national strategy for self-harm.</p> <p>The National Records of Scotland published the 2023 suicide data on 13th August 2024. Nationally there were 792 probable suicide deaths, an increase of 30 on the previous year. Male suicides increased by 34 to 590, while female suicides decreased by 4 to 202 deaths in the latest year. The rate of suicide in males was over three times as high as the rate for females. The average age of death for suicides has</p>	HSCP	

			<p>increased overall, from 41.9 in the year 2000 to 46.6 in 2023.</p> <p>From a Greater Glasgow and Clyde (GG&C) perspective, contrary to the headline of the national data, there has been a decrease in probable suicides for GG&C between 2022 and 2023 (declining from 156 in 2022 to 141 in 2023).</p> <p>Phase 1 of the reduced ligature decant plan has started with Ward 3B, Leverndale moving to Stobhill Hospital site. Transfer and move completed fairly smoothly. Meetings with staff are ongoing regarding lessons learned and how to improve for future decants. Feedback from patients has been positive, describing the new facilities akin to a hotel.</p> <p>The LearnPro Ligature Awareness Module has been updated and is aligned to the suicide reduction and management of ligature risks policy.</p> <p>The Health and Safety Executive (HSE) have written to NHSGG&C with identified actions relating to a suicide in one of the adult admission wards. An action plan has been developed and submitted to HSE.</p> <p>Health Improvement Annual Report 2023-24</p> <p>Clinical and Professional Quarterly Assurance Statement</p>		
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	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>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 is was approved by the IJB in May 2024.</p> <p>Children's Mental Health Services SG Funding</p> <p>Mental Health Strategy Refresh Update</p> <p>Mental Health Strategy Refresh 2023-28</p>	HSCP	
Work on implementing the Mental Health Strategy to ensure a range of mental health supports are available in the community.	Expand computerized Cognitive Behavioral Therapy	<p>Complete - cCBT services have been migrated from <i>Beating the Blues</i> to the <i>SilverCloud</i> platform and this allows people to complete in their own time at their own pace. This is based on cognitive behavioural therapy (CBT), mindfulness and positive psychology. <i>SilverCloud</i> is both interactive and flexible. At regular intervals (approximately every 3 weeks) increased support is available to encourage and guide people through the modules and sign-post to resources within the programme that may be particularly relevant to people.</p>	Complete	HSCP	
	Develop Bipolar Hub	<p>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</p>	<p>Unable to expand due to funding decision. Patients are either attending the hub or getting needs met locally.</p> <p>The Bipolar Hub offers:</p> <ul style="list-style-type: none"> • Peer support groups (run by Bipolar Scotland) 	HSCP	



		<p>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</p>	<ul style="list-style-type: none"> • Group psychoeducation programme being delivered for patients • Physical health checks • Access to a pharmacist for support with medicines. <p>Patients accessing local services are being seen by locality community mental health teams.</p>		
<p>Develop and deliver a range of programmes across the HSCP to reduce and mitigate the impact of poverty and health inequalities in the city.</p>	<p>Deliver Glasgow Local Child Poverty Action Plan</p>	<p>Staff within GCHSCP are actively engaged in developing and delivering on the child poverty agenda. This has included:</p> <ul style="list-style-type: none"> • Financial Advocacy service for women in the Special Needs in Pregnancy (SNIP's) pathway • The Healthier Wealthier Children (HWC) service • Health Visiting and Glasgow City Family Nurse Partnership staff to make Section 22 destitution payments to enable a more flexible, needs-led response to financial hardship, fuel poverty and destitution. • Community Link Workers (CLW's) service. <p>A Cost of Living Guide was developed for use by HSCP services and third sector organisations.</p>	<p>Contribute to the delivery of the annual Glasgow Local Child Poverty Action Plan</p> <p>Item No 14 - Glasgow Local Child Poverty Action Report 2022-23</p>	HSCP	
	<p>Access to financial advice and welfare rights advice</p>	<p>Scottish Government two year funding commitment came to end in January 2024. Funding has been secured to extend provision until September 2024.</p>	<p>Continue to develop financial advice and welfare rights advice across health and care services including through the welfare advice and health partnerships (WAHPs) programme.</p>	HSCP	




		financial gains for patients of the WAHP referrals - over £6.4m with a further £1.3m in debt managed	Welfare Rights and Money Advice Performance Report 2023-24 Item No 14 - Glasgow Local Child Poverty Action Report 2022-23 <u>A case study on WAHPs can be found on p12 of the report linked below</u> Item No 16 - Strategic Plan Monitoring Report April 2024		
Contribute to work with public health colleagues in other HSCPs in the Greater Glasgow and Clyde area to reduce reliance on harmful substances.	Develop recommendations from Glasgow Alcohol and Drug Services review	<p>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 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>Implement the recommendations of the Glasgow Alcohol and Drug Services review</p> <p>IJB Report Sept '24 - Item No 11 - Implementation of the Alcohol and Drug Recovery Service (ADRS) Review</p>	HSCP	
	Implementation of the 10 Medication Assisted Treatment (MAT) Standards	The implementation of Medically Assistant Treatment Standards is underway with progress reported to the IJB in June 2023 . Mat Standards 1-5 have encouraging early implementation results. MAT standards 6-10 are due for implementation by April 2024.	<p>Continue the implementation of the 10 Medication Assisted Treatment (MAT) Standards</p> <p>IJB Report Sept '24 - Item No 11 - Implementation of the Alcohol and Drug Recovery Service (ADRS) Review</p>	HSCP	



		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. The most recent evidence submission is due on the 15th of April 2024 where PHS will score and provide a RAG rating on the status of the implementation against the PHS implementaion timeline			
	Extend the WAND initiative	<p>Sept 22-Aug 23: 1379 WANDs were completed (Wound Care/Identification, Assessment of Injecting Risk, Naloxone provision and Dry Blood Spot Testing)</p> <p>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.</p>	<p>Extend the WAND initiative (Wound management, Assessment of injecting risk, Naloxone provision, and Dry blood spot testing for Blood borne viruses)</p> <p>Steering group meets 8 weekly with ADP and GADRS representation</p> <p>IJB Report Sept '24 - Item No 11 - Implementation of the Alcohol and Drug Recovery Service (ADRS) Review</p>	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."	<p>Deliver protection programmes to reduce uptake, exposure and cessation services for tobacco smoking</p> <p>Throughout 2023/24 nine face to face clinics were set up which have been piloting the app.</p> <p>Health Improvement Annual Report 2023-24.pdf</p> <p>Local help to quit smoking</p>	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(s)	Milestones	Progress and Performance	Planned Activity	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	<p>Use NHS24 as a mechanism to access GP Out of Hours, triage and direction to minor injuries, community pharmacy and other alternatives to Accident & Emergency</p> <p>The Unscheduled Care Joint Commissioning Plan for 2025-2028 will be set before the 6 greater Glasgow IJB for approval in early 2025.</p>	HSCP	
Identify opportunities to improve the HSCP's Self-Directed Support (SDS) SW policies, processes and procedures to increase the effectiveness of SDS in empowering individuals to have a greater say and greater control in the services they access to meet their personal	Further develop Self Directed Support	Glasgow City Council Personalisation and Self-directed Support (SDS) Practice Guidance for Staff has been updated to take account of the changes to practice, policies, and Scottish Government guidance. A SDS Step-By-Step Guide has also been developed to assist staff in navigating the updated SDS processes and procedures. A SDS Awareness GOLD eLearning Module has also been created for social work staff in Children & Families, Adults & Older People and Carer Services. The aim of the course is to provide information about the Social Care (Self-directed Support) (Scotland) Act 2013 and raise awareness of its purpose, statutory principles, and the range of duties under the Act.	<p>Identify development opportunities to promote the use and effectiveness of SDS in enabling service users to meet their personal outcomes.</p> <p>The SDS Operational Group will monitor implementation and roll-out of updated guidance and staff training. It will also keep the guidance under review to determine whether any further updates are necessary at a future point.</p> <p>IJB Report Sept '24 - Item No 13 - Review of Access to Social Care Support</p>	HSCP	



outcomes.					
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 was 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>Implement Patient Initiated Follow Up (PIFU) to enable patients and their carers to initiate their own appointments as and when they need them</p> <p>Mental Health Strategy Refresh 2023-28</p>	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 informed decisions about their care and support.	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 and two short videos that explained the social work and TECS assessment processes.</p> <p>There are currently 76 people receiving remote support as part of the City-wide TECS responder service. 38 from the Support for Ordinary Living (SOL) remote responder service and 38 people from Blackwood remote responder service, and currently 9 people receiving support</p>	<p>Work will continue to 'grow' and develop those TECs and responder services to ensure people have the opportunity to benefit from those solutions, where appropriate.</p> <p>The HSCP will be undertaking an ongoing programme of awareness raising and training with our staff to ensure they are informed and confident about TECS solutions currently available.</p> <p>IJB Paper May '24 - Item No 08 - Technology Enabled Care and Support (TECS) Engagement Update</p>	HSCP	<p>To reflect the fact that whilst has started there is a pause to the rollout in NW</p> 

		from a (SOL) physical overnight responder service.			
	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 2022) and the revised IJB Strategic Plan (approved June 2023)	Continue to implement a trauma informed practice approach and rollout of the Scottish Trauma Informed Leadership Training Training dates for courses taking place are being circulated to all HSCP staff.	HSCP	
	End-of-Life Aid Skills for Everyone	Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.	Explore access to training provided by the Prince and Princess of Wales Hospice on End-of-Life Aid Skills for Everyone. Learning & Development currently work with various partners to provide development and advanced qualifications - The Thistle Foundation to deliver strengths based training to support the Maximising Independence agenda. Stirling University Postgraduate qualification available to staff in Child Protection, AFKAS (association of fostering, kinship and adoption Scotland) enable staff to support in planning children's futures and Strathclyde University for the Postgraduate Mental Health Officer qualification is available for Social Workers.	HSCP	
Strengthen early support and intervention for children and young people in line with the aspirations of The Promise and ensure they are	Whole Family Wellbeing Fund	Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals. On the 15 th 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	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. The primary care pilot programme will test ways of strengthening more integrated support for	HSCP	


key partners in deciding upon the support they want and need		<p>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>patients with family complexity affecting their primary care presentations within deprived practices. Full details can be found on the HSCP website</p> <p>The Whole Family Wellbeing Fund in Primary Care (WFWFPC) is funded until March 2026. It will provide a range of family supports and wellbeing programmes to families within 11 GP practices in Glasgow city who has been selected based on SIMD. See further information here: Whole Family Support Throughout General Practice</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</p>	<p>Continue to update and implement the Family Support Strategy for 2024-2030</p> <p>Family Support Strategy</p> <p>https://glasgowcity.hscp.scot/news/ijb-members-visit-hscp-services-glasgow-intensive-family-support-service</p>	HSCP	
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</p> <p>Updates will follow national guidance.</p> <p>The provision of an MVA service within the community cannot progress without resource</p>	HSCP	



			being made available for service development and improvement.		
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(s)	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Continue our maximising independence work, work with disability organisations, and embed human rights in social care policy and practice.	Review approach to access to social care support	Engagement activity has been undertaken with external partners GCIL, GCVS and Glasgow Disability Alliance to discuss the approach to accessing services to ensure a more fair and equitable means to provide services within the resources available to the HSCP.	Revised approach to accessing services approved by the IJB in September 2024 IJB Report Sept '24 - Item No 13 - Review of Access to Social Care Support	HSCP	<div>A</div> To reflect the delay in getting the report to the IJB
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 HSCP is making good progress with the preparatory work to facilitate the digital switch. Progress is currently being made with preparation of tender activity to provide the equipment and support functions for the services, and to consider the nature and cost options involved. Community Alarms & Analogue to Digital Project (A2D). The new digital ARC (Alarm Receiving Centre) is due to go live in February 2025. https://www.gov.scot/publications/care-	Complete the programme to switch the technology used by recipients of technology enabled care services from analogue to digital telecare platforms Our Telecare Service is going digital! Glasgow City Health and Social Care Partnership	HSCP	<div>G</div>



		digital-age-delivery-plan-2024-25/pages/4/			
	Further use of Technology Enabled Care and Support	There are currently 76 people receiving remote support as part of the Citywide TECS responder service (SOL remote responder service 38 people and Blackwood remote responder service also 38 people) and currently 9 people receiving support from a (SOL) physical overnight responder service.	<p>Integration of the consideration of Technology Enabled Care and Support (TECS) as a core element of the assessment process</p> <p>Whilst the journey to introduce TECS as part of this programme of work currently has limited reach, it remains the ambition to continue developing the services as finance and capacity permit. In comparison with other HSCP assisted technology solutions, the TECS journey is still at a relatively early stage of development.</p> <p>IJB Paper May '24 - Item No 08 - Technology Enabled Care and Support (TECS) Engagement Update</p>	HSCP	
Focus on a range of initiatives to reduce delayed discharges by removing barriers to patients leaving acute settings who are fit to return to their communities with the appropriate supports in place.	Reduce Delayed Discharges	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>Joint planning with partners across Greater Glasgow and Clyde to sustainably reduce delays in discharging people from acute settings through targeting resources to key high volume.</p> <p>Participation in Test of Change at QEUH, and renewed focus to implement Choices Protocol where families may delay discharge planning due to lack of availability in Care Home of choice.</p> <p>Unscheduled Care Winter 2024-25 Update</p>	HSCP	



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>Implement a 7-day discharge model, supporting acute planning to deliver 7-day discharge and including 7-day admission and discharge within intermediate care home placements.</p> <p>Aim for a shift from patients being delayed by identifying a planned day of discharge to support actions underway.</p>	HSCP	
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	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. 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</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> <p>Unscheduled Care Winter 2024-25 Update</p>	HSCP	




supports in their local communities as active members of their communities.		<p>travelling / reduced risk of invalid samples due to timing</p> <p>Development of Referral pathways – SAS / AAU – Increasing referrals from both pathways evidenced by patient data, case studies to support further development</p> <p>Scale up to Total South and all NW GPs feeding into QE – All GPs now on line to refer from defined postcode / practices – evidence of GP referrals which will be further enhanced through implementation of communication strategy, including production of info video to support GP referral (in production)</p> <p>Implementation of QR code to support GP referral – Established to promote ease of referral and ensure patients meet criteria – reduced level of declined referral</p> <p>Implementation of IV anti-biotic protocol – Established and provided as part of business as usual interventions – evidence of level of intervention increasing from clinical review</p> <p>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>			
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		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			
Support people to live safely and independently at home and continue the move away from traditional service delivery models to those which enable people to access services and supports in their local communities as active members of their communities.	Progress strategy to focus on importance of mental well-being in recovery from pandemic	A funders workshop was held in October 2023 to begin discussions around the potential for developing a <u>Glasgow Funding Charter</u> . A write-up is available of the workshop and has led to a “Funders in Glasgow” group being scoped and is scheduled for March 2024.	Support the implementation of the “A Socially Connected Glasgow” strategy	HSCP	
Commitment 4. Work in partnership with communities and other services to ensure that people, particularly the most vulnerable, are kept safe from harm and that risks are identified, reduced and managed appropriately.					
Action(s)	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG



Review provision of emergency accommodation for homeless households leaving hospital.	Progress work to reduce homelessness	Review of emergency accommodation complete	<p>To ensure access to accommodation that meet people's needs and minimises delayed discharge for homeless households.</p> <p>Rapid Rehousing Transition Plan Update May 2024</p> <p>IJB Paper Mar '24 - Item No 11 - Homelessness Services - Temporary Homelessness Accommodation Charges for 2024-25</p> <p>IJB Paper Sept '24 - Item No 16 - HSCP Homelessness - Internal Strategic Review</p>	HSCP	
Progress initiatives that prevent and reduce the risk of homelessness	Progress work to reduce homelessness	<p>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 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</p>	<p>Improve access to housing support for households at risk of homelessness and households within private rented accommodation</p> <p>Rapid Rehousing Transition Plan Update May 2024</p> <p>IJB Paper Mar '24 - Item No 11 - Homelessness Services - Temporary Homelessness Accommodation Charges for 2024-25</p> <p>IJB Paper Sept '24 - Item No 16 - HSCP Homelessness - Internal Strategic Review</p>	HSCP	

		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.			
	Progress work to reduce homelessness	The Tenant (Covid-19) hardship fund assisted over 1,000 households to avoid homelessness by working with landlords to ensure those most at risk of eviction could access support through the grant fund scheme. The fund ran between December 2021 and March 2022 and paid out a total of £1.239m to address rent arrears and prevent homelessness.	<p>Development and implementation of the Flexible Homelessness Prevention Fund.</p> <p>Rapid Rehousing Transition Plan Update May 2024</p> <p>IJB Paper Mar '24 - Item No 11 - Homelessness Services - Temporary Homelessness Accommodation Charges for 2024-25</p> <p>IJB Paper Sept '24 - Item No 16 - HSCP Homelessness - Internal Strategic Review</p>	HSCP	
	Progress work to reduce homelessness	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>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.</p> <p>Rapid Rehousing Transition Plan Update May 2024</p> <p>IJB Paper Mar '24 - Item No 11 - Homelessness Services - Temporary Homelessness Accommodation Charges for 2024-25</p> <p>IJB Paper Sept '24 - Item No 16 - HSCP Homelessness - Internal Strategic Review</p>	HSCP	


	Progress work to reduce homelessness	Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.	<p>Carry out a comprehensive review of the homelessness Flexible Outreach Service</p> <p>Rapid Rehousing Transition Plan Update May 2024</p> <p>IJB Paper Mar '24 - Item No 11 - Homelessness Services - Temporary Homelessness Accommodation Charges for 2024-25</p> <p>IJB Paper Sept '24 - Item No 16 - HSCP Homelessness - Internal Strategic Review</p>	HSCP	
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</p>	<p>In light of the increased demand, Homelessness Services will be reviewing their Temporary Accommodation Strategy in 2024/25 to recalibrate the aims and objectives of the strategy aligned with this unforeseen increase in demand.</p> <p>Rapid Rehousing Transition Plan Update May 2024</p> <p>IJB Paper Sept '24 - Item No 16 - HSCP Homelessness - Internal Strategic Review</p>	HSCP	


		accommodation (currently around 1,300) than when the accelerated decision-making process began.			
Implementation of Glasgow City IJB's first Domestic Abuse Strategy.	Support victims of domestic violence	The Domestic Abuse Strategy was approved by the IJB in March 2023 . Safe & Together training has been delivered to Children and Families teams (south), and to selected staff from all services in Glasgow.	<p>Encourage victims of domestic abuse to seek support earlier by improving our information, education and communication systems</p> <p>The Nuffield Foundation are currently undertaking research “The Rethinking of Domestic Abuse in Child Protection; Responding Differently”, this piece of research is working alongside Children Services in Glasgow (South) and 2 English Local Authorities. The Nuffield Research Team presented primary findings to Children Services SMT in late January 2024, it is anticipated the research will conclude and present findings in Summer 2024.</p> <p>Adult services and Older People's services planned a series of domestic abuse awareness briefing sessions for staff throughout April and May 2024 inviting feedback, encouraging training, sharing resources, and looking for consultation on next steps.</p> <p>Domestic Abuse Strategy 2023-28</p>	HSCP	
	Support victims of domestic violence	Review of the Gender Based Violence (GBV) service and role of the GBV workers in each locality to improve effectiveness of support provided to their service users. Underway and due to be completed by end of June 24.	<p>Findings from review due to be published in ADRS review report later in year.</p> <p>Domestic Abuse Strategy 2023-28</p>	HSCP	
Support local and national	Support the Scottish	The Safe Drug Consumption Facility will be situated in Hunter Street Health and	Continued building works, with an estimated programme duration of 24 weeks.	HSCP	

efforts and a public health, evidence based approach to tackling drug deaths.	Government's ambition to enable the consistent delivery of safe, accessible, high-quality drug treatment and deliver initiatives and priorities to tackle the harm caused by alcohol and drugs in the city.	<p>Social Care Centre and is well known to the target population and key partners.</p> <p>Floor layout and design plans have been finalised with all stakeholders Input. Building development work started on 11 March 2024.</p> <p>Following feedback from Lived Experience groups we have also sought an opinion from King's Counsel as to the inclusion of an external smoking shelter on the site as this is normally prohibited where NHS services are provided.</p>	<p>IJB paper Sept '24 - Item No 15 - Update on the Implementation of Safer Drug Consumption Facility</p> <p>Case Study can be found here on p 17 of the Strategic Plan monitoring report</p> <p>SDCF Update on Engagement for Public Engagement Committee November 2024</p>		due to delays in signing off the building to the service
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	<p>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</p>	<p>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.</p> <p>What's at Stake - raising awareness of gambling harms</p>	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(s)	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG

Connect people and those they care for to the right supports, in the right place and at the right time through more straightforward and timely signposting and information for those looking for support within their communities.	Embed Health and Social Care Connect service	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. Phase 2 will include referrals for Alcohol and Drug Recovery Services.	Monitor and review the recently launched Health and Social Care Connect service https://www.yoursupportglasgow.org/glasgow-homepage/pages/health-and-social-care-connect/	HSCP	
	Launch Alcohol and Drug Recovery Services	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.	Continue to work towards referrals for Alcohol and Drug Recovery Services and some community services coming via HSCC as phase 2 of the HSCC roll out. IJB Report Sept '24 - Item No 11 - Implementation of the Alcohol and Drug Recovery Service (ADRS) Review	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(s)	Milestones	Progress and Performance	Planned Activity	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	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 Carer Engagement in the Review of Glasgow City HSCP Carer Strategy Engagement with Young Carers	HSCP	

social care decision making structures.					
Improve engagement with foster and kinship carers and seek to increase the financial and other support available to them, so that Glasgow's in-house fostering and kinship services continue to provide the best possible care.	Continue to support carers	In November 2023 the IJB approved the Scottish Recommended Allowances for kinship and fostering services as agreed by COSLA and the Scottish Government seeking IJB agreement to implement the payment of the proposed allowances backdated to 1 st April 2023.	Kinship carers allowance package	HSCP	


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 1: Continue to re-open agreed council-owned venues.**


Action(s)	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Re-open agreed council owned venues	A draft position paper on RAAC to be discussed with GCC December 2024/January 2025	<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 and Whitehill Pool (Reinforced Autoclaved Aerated Concrete (RAAC), and Ibrox Library and the People's Palace (Refurbishments)).</p> <p>Elder Park Library and Community Hub reopened on 24 June 2024 following a £4 million restoration. Drumchapel Pool reopened to the public on 9 September 2024 after a programme of refurbishment and the removal of RAAC from a section of the changing village.</p> <p>Consultant reports confirm that the RAAC is high risk in three venues; Cardonald Library, Scotstoun Outdoor Hall and Whitehill Pool. Options have been developed and Glasgow Life has worked closely with the appointed cost consultants to establish outline costs and</p>	A draft position paper on RAAC to be discussed with GCC December 2024/January 2025	Glasgow Life	<div>A</div>

		<p>estimated timescales to undertake the works needed.</p> <p>Glasgow Life is reviewing draft cost reports and identifying likely capital required and delivery timescales associated for each option. This information will be shared and discussed with Glasgow City Council colleagues to review these findings and consider how to progress matters.</p>			
<p>Support the People make Glasgow Communities programme</p> <p>Support the People make Glasgow Communities programme</p>	Operational delivery – 2024/25	<p>Since its launch in February 2021, Glasgow City Council's People Make Glasgow Communities (PMGC) programme has received 722 expressions of interests, with 244 relating to Glasgow Life managed venues.</p> <p>Of the 244 Glasgow Life expressions of interest, 33 enquiries are active and progressing through the People Make Glasgow Programme process.</p> <p>One additional Licence to Occupy agreement was implemented between April-October 2024, which was for Balgrayhill Community Centre on the 10 June 2024. The number of active Licence to Occupy agreements in operation has reduced to 11 due to Glasgow Club Drumoyne being handed over in July 2024, and Barlia Sports Centre being handed over in November 2024.</p>	<p>Glasgow Life will continue to work with Glasgow City Council, local groups, and interested bodies engaged in the programme, as well as assisting with any new expressions of interest.</p> <p>Glasgow Life will continue to build the capacity and support of Licensee's to operate their venues under Licence to Occupy while they enter negotiations on their long-term lease to complete the PMGC programme with Glasgow City Council. These being</p> <ul style="list-style-type: none"> Greenfields Football Centre 	Glasgow Life	

			<p>progress straight to Long Lease without LtO)</p> <ul style="list-style-type: none"> • Geoff Shaw Community Centre (opted to progress straight to Long Lease without LtO) • Monlendar Community Centre • Nethercraigs Pavilion and Pitches • Easterhouse Sports Centre • Springburn Synthetic Pitches 		
Support the delivery of a new Baillieston Community Hub	<p>Design Development and Public Engagement</p> <p>Planning & Roads Applications Q1 2025</p> <p>Building Warrant application Q2 2025</p>	<p>The latest round of Public Engagement sessions took place in September 2024. The subject of which was developed design proposals ahead of the conclusion of RIBA Stage 3 works.</p> <p>Design development has continued to progress. RIBA Stage 3 design proposals have been issued by the project design team which continue to be coordinated and refined in response various Glasgow Life observations, comments and queries.</p> <p>Stage 4 is due commence Q1 2025.</p>	Glasgow Life have prepared a summary report on the September Public Engagement sessions which will be publicly circulated, including distribution to local members and Area Community Representatives in December 2024.	Glasgow Life	

	Billing & Tender activities programmed for Q2-3 2025		<p>Public Engagement will continue as part of formal planning application processes.</p> <p>Formal statutory approval applications are due to be prepared and submitted as noted in the programmed adjacent milestones during Q1-2 2025.</p> <p>Concurrently, detailed design will progress through to supporting billing & tender processes and activities which are programmed for Q2-3 2025.</p>		
Commitment 2: Protect, diversify and enhance Glasgow's museums, recognising their national importance whilst protecting free entry for city residents and exploring alternative funding models.					
Action(s)	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Universal free entry to Glasgow Museums	Operational delivery – 2024/25	<p>Glasgow Life's museums continue to be free to visit and offer facilities such as picnic areas and self-led trails to minimise associated costs.</p> <p>At the end of November 2024 Glasgow Museums have welcomed over 2.8 million visitors in 2024/25. This is compared to 3.0 million visits at</p>	Universal free entry will be promoted through usual channels.	Glasgow Life	<div>G</div>


		<p>the same point in 2023/24, which includes 180,000 visitors to Banksy's Cut and Run exhibition and 131,000 visitors to the People's Palace which closed for refurbishment in April 2024.</p> <p>Glasgow Life Museums continues to offer a varied programme of workshops for Nursery, Primary and Secondary groups, designed to extend and enhance classroom learning.</p> <p>Glasgow Life Museums' outreach team support communities, that find it difficult to visit museum venues, to access objects from the museum collections.</p>			
City of Empire exhibition at Kelvingrove Art Gallery and Museum	Complete	<p>Opened in November 2023, Glasgow – City of Empire is a new permanent display examining the legacies of colonialism and how they have shaped our city. Co-curated with the OSCH (Our Shared Cultural Heritage) Changemakers the display opens up conversations about slavery, exploitation and oppression, but also resilience and resistance. It questions racist norms perpetuated through the education system, asking visitors to reflect on their own time at school, and touches on emotive subjects such as racial violence and police brutality.</p>	<p>This project is complete and will inform a review of wider interpretation at Kelvingrove Art Gallery and Museum and at other museums which has led to a series of interpretative changes that will be implemented, this process has started with changes to the Conflict and Consequences gallery in Kelvingrove.</p>	Glasgow Life	



		<p>Drawing on the collections of Glasgow Life Museums the display combines historic and contemporary objects to explore how we can better address the histories and legacies of transatlantic slavery and British colonialism.</p> <p>This project is now complete.</p>			
Our Shared Cultural Heritage	<p>Formal funded project ended in December 2023</p> <p>Delivery and monitoring of an agreed legacy action plan - ongoing</p>	<p>The Our Shared Cultural Heritage initiative is a project funded by the National Lottery Heritage Fund to experiment with new ways for museums and heritage organisations to work better for young people. Glasgow Life established a group of young people to be trained to critique and develop museum practices, known as Changemakers. They created a Test for Museums to analyse if and how museum exhibitions represent colonialism, empire and slavery in an appropriate way. It was developed with input and support from Museums Galleries Scotland and the Museums Association and is intended for the wider museum sector. It will be used in Glasgow Life Museums to assess existing displays and as a planning tool for the development of all future displays.</p>	<p>Delivery and monitoring of an agreed legacy action plan continues.</p>	Glasgow Life	

		<p>Several project strands were implemented during the programme including Changemakers input to City Of Empire exhibition at Kelvingrove Art Gallery and Museum and the creation of The Museum Test, two international projects (with partners in Lahore and Bangalore) and the finale weekend in early October 2023, which included a sector sharing day and series of public events.</p> <p>The multi-year funded project concluded successfully in December 2023.</p> <p>An externally commissioned evaluation has been reviewed to inform a legacy action plan.</p> <p>This project is now complete and work continues on delivery of the legacy action plan.</p>			
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Commitment 3: Support the development of Glasgow's Cultural Strategy which will include supporting the consideration of how funding for culture is distributed in the city.

Action(s)	Milestones	Progress and Performance	Planned Activity 2025	Lead Service	RAG
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<p>Support the development of Glasgow's Culture Strategy</p> <p>Support the development of Glasgow's Culture Strategy (Cont.)</p>	<p>Complete – July 2024</p> <p>Approved by CAC – March 2024</p> <p>Launched July 2024</p>	<p>March-December 2024</p> <p>The strategy approved to be adopted by the city at the <u>City Administration Committee on 7 March 2024.</u></p> <p>The strategy launched on 10 July 2024 with the support of Glasgow's Culture Forum, culture sector and stakeholders including the National Lottery Heritage Fund and Glasgow 850.</p> <p>Glasgow Life continues to engage with key stakeholders to maximise engagement with the culture strategy and have been meeting regularly with Scotland's National Performing Companies to discuss their contribution to the strategy's delivery. Glasgow Life presented Glasgow's Culture Strategy to Scotland's Chief Medical Officer Sir Gregor Smith at a festival dedicated to the importance of arts and creativity in health and care: Healing Arts Scotland</p>	<p>Complete – July 2024</p> <p>Glasgow's Culture Forum will support the delivery of the Culture Strategy through the implementation of a two year action plan.</p> <p>To support the action plan in year one, two working groups have been formed to take forward strategy actions. Working Group 1 will focus on Influencing and Partnerships, and Working Group 2 will focus on Advocacy and Engagement.. The group membership includes organisations and cultural freelancers based in Glasgow with freelancers being paid for their commitment to the process.</p>	Glasgow Life	
Commitment 7: Support the Working Group for Repatriation and Spoliation which will continue to consider repatriating items in the Glasgow collection.					
Action(s)	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG


Support the Working Group for Repatriation and Spoliation	Regular updates and progress take place through the working group. Partners dictate pace of progress.	<p>Contact with Nigerian colleagues is taking place at the pace they wish to proceed.</p> <p>The transfer of ownership paperwork with Lakota has been concluded.</p> <p>Transport plan for return of items to Lakota is progressing.</p>	<p>Quarterly meetings for the Working Group for Repatriation and Spoliation are in the diary for 2025.</p> <p>It is anticipated that the transfer of ownership paperwork with Nigeria will be concluded, subject to this Nigeria's timescales.</p> <p>The Lakota items will leave Glasgow and be transported back to the community in early 2025.</p>	Glasgow Life	
Commitment 8: Continue to promote Glasgow as a world-leading events destination. Develop a new Events Strategy which considers impact on parks, the community and public spaces					
Action(s)	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Refresh the Glasgow Events Strategy and Action Plan	<p>Strategy approved by the CAC – October 2024</p> <p>Industry launch – November 2024</p>	The <u>Glasgow Events Strategy 2035 and Action Plan</u> was approved by the <u>City Administration Committee on 24 October 2024</u> , and an industry launch was held on 26 November 2024.	Completed – November 2024	Glasgow Life	

Commitment 9: Maximise the impact of the 2023 UCI Cycling World Championships, and Glasgow's year as European Capital of Sport, by increasing participation in sport for marginalised groups, and assessing provision of indoor and outdoor sports facilities, considering how gaps could be filled.

Action(s)	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Maximise the impact of Glasgow's year as European Capital of Sport	Complete – January 2024	Complete	Complete - January 2024	Glasgow Life	
Maximise the impact of the UCI	Complete – August 2023	Complete	Complete – August 2023	Glasgow Life	


Commitment 10: 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(s)	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Develop a new Physical Activity and Sport Strategy for Glasgow	Strategy presented to WECCE - November 2024 To be presented to CAC for approval - January 2025	Glasgow Life is leading the development of a Physical Activity and Sport Strategy on behalf of the City, through a multi-agency approach. The strategy will set out the city's unifying vision and direction for achieving greater participation and enjoyment in sport and physical activity and the many wellbeing benefits it brings over the next 10 years. It will reflect and connect closely to city and national priorities where partners, and the services they offer, can have significant impact.	Glasgow's Physical Activity and Sport Strategy will be presented to the City Administration Committee (CAC) for approval in January 2025, followed by a public launch.	Glasgow Life	

		<p>The strategy will be accompanied by a detailed action plan that will be developed in consultation with stakeholders and key partners. This will ensure that the actions taken to increase participation in physical activity and sport, reflect the needs of communities.</p> <p>The strategy was presented to the Wellbeing, Empowerment, Community and Citizen Engagement Committee on 14 November 2024.</p>			
Support sport and physical activity through community sport hubs	Operational delivery - 2024/25	<p>Glasgow's Community Sport Hubs (CSH) is a legacy programme of the 2014 Commonwealth Games which is jointly funded through a partnership between Glasgow Life and Sportscotland</p> <p>CSH's are made up of local sports clubs and other community organisations that come together to help people get involved in sport and physical activity across Glasgow</p> <p>Glasgow's CSH programme aims to change lives through building active communities. Glasgow has an advanced network of CSHs, which are community-led and build participation. In total, the city accounts for about 10% of Scotland's CSHs.</p>	<p>Glasgow's CSH programme aims to align to the emerging priorities identified within Glasgow's Physical Activity and Sport Strategy, which include:</p> <ul style="list-style-type: none"> • Sport for Health and Wellbeing – Promoting health and wellbeing • Sport for Everyone -Championing Equality, Diversity and Inclusion • Creating Stronger Community Sports 	Glasgow Life	

		<p>Before the Commonwealth Games in 2012/13, there were three CSHs in Glasgow. These included:</p> <ul style="list-style-type: none"> 23 clubs with a total of 2,170 members. <p>This number has grown, and the most recent figures for 2022/23 show:</p> <p>18 hubs with 106 clubs and 18,351 members.</p>	<p>Hubs - Promoting Sustainability</p> <ul style="list-style-type: none"> Sport for Communities - Fostering Effective Partnerships and greater community involvement 		
Commitment 11: Introduce community referrals to encourage wider participation in sport, culture and physical activity programmes and improve collaboration within the health and wellbeing sector.					
Action(s)	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Expand Live Well Community Referral Programme	<p>Live Well Community Referral Service went live in ten priority wards – October 2024</p> <p>Expansion to rest of the city – late 2025</p>	<p>As of 31 October 2024, there have been over 350 referrals to the Live Well Community Referral Programme (LWCR), with the main referral reasons being: to increase physical activity, connect with community.</p> <p>On 15 February 2024 Glasgow City Council agreed a three year budget which included a £1m one-off funding allocation for the expansion of the Live Well Community Referral Programme and funding from the Child Poverty Pathfinder (also GCC) and the Whole Family Wellbeing Fund (Health & Social Care Partnership) has also been secured. This will support a phased expansion of</p>	During 2025-26, the second phase will take the expansion of the programme to the rest of the city.	Glasgow Life	<div>G</div>

Expand Live Well Community Referral Programme (Cont.)		<p>the Live Well Community Referral Programme throughout 2024-25 & 2025-26.</p> <p>Delivery of the Live Well Community Referral (LWCR) programme continued in the pilot area in the NE of the city.</p> <p>Recruitment, Induction and training programme for new LWCR staff was completed in September 2024.</p> <p>LWCR service provision went live in ten priority wards from October 2024.</p> <p>A tender to procure evaluation services for phase 1 of the expansion has been developed and went to market in December 2024.</p>			
Commitment 12: Protect the vital role of libraries, involving local communities and campaigners in the future Vision for Glasgow Libraries, including exploring the potential for council libraries to become 'repair and reuse hubs', and 'libraries of things'					
Action(s)	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Refresh the Vision for Glasgow Libraries	Complete – May 2023	Complete	Complete – May 2023	Glasgow Life	<div>G</div>
Develop an action plan to support the Vision for Glasgow Libraries	Complete – January 2024	Complete	Complete – January 2024	Glasgow Life	<div>G</div>

<p>Progress the delivery of the action plan to support the Vision for Glasgow Libraries</p>	<p>Operational delivery 2024/25</p>	<p>Culture workstream</p> <p>Wee Write 2024 edition took place in November 2024, with over 3,000 attendances across education programming and family day programming (a total of 31 events). Aye Write Season 2 events completed in October, closing a programme of 6 events (August to October). Across Season 1 (May to August) and Season 2, 15 events in total took place with almost 4, 700 attendances in total.</p> <p>Book Week Scotland programme took place 18 - 23 November 2024, with fifteen events taking place citywide, as well as Bookbug mascot appearances at Bookbug sessions across the city. Programme thematic focus was 'Hope'.</p> <p>Winter Reading Challenge took place between 2 December and 4 January 2025.</p> <p>Planning underway for Glasgow 850 programming, and next Living Knowledge Network exhibition themed 'Gardening'.</p> <p>Culture and Environment Workstreams</p> <p>Further scoping of ongoing We Make Music Libraries pilot with Music Broth underway, including potential engagement with two further partners seeking to support to enable borrowing</p>	<p>Build on existing family history, local history and reminiscence offer, in collaboration with Museums, to expand on and improve access across the city. This will include programming to celebrate Glasgow 850.</p> <p>Further develop resource collections and delivery of business services, seeking to expand reach and impact through community library network in key target areas of the city.</p> <p>Develop and co-ordinate an ongoing / rolling programme of service-oriented training to improve staff confidence and customer experience.</p> <p>Enable support and collaboration with partners that deliver services that</p>	<p>Glasgow Life</p>	<p></p>
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<p>Progress the delivery of the action plan to support the Vision for Glasgow Libraries</p> <p>(Cont.)</p>		<p>instruments and facilitation of workshops in library settings.</p> <p>Exploratory conversations have taken place with Glasgow Tool Library to engage in possible areas of collaboration as their service model develops.</p> <p>Advocacy enabler workstream</p> <p>Refreshed marketing and communication strategy and action plan from October 2024 to March 2026 being enacted.</p> <p>Workforce Development / EDI Workstreams</p> <p>Public Library Improvement Fund (PLIF) application for 'EDI Change Making Leadership and Practice Development' was awarded with planning underway to support a comprehensive programme of learning and development (April to December 2025), aligning with Glasgow Life's EDI Strategy and Action Plan This piece of workforce development will build knowledge, confidence, and capacity relating to user led service design and will be anchored around 'meaningfully engaging communities' priority in the EDI Strategy. Existing key services that are assumed to be responsive to need will be tested and aspects of the VfGL action plan will be shaped using that process with representation from identified audiences utilised in the process.</p>	<p>promote community-based circular economy activities.</p> <p>As part of Whole Family Wellbeing fund Through Primary Care, Glasgow Libraries are developing the Connect Engage Retain approach to ensuring families are aware of, and do not face barriers to, the benefits of library membership for the very youngest children. The approach will be embedded with the referrals mechanism supported by the family wellbeing workers in 12 'Deep End' GP practices across the city.</p> <p>Glasgow Libraries' Resource Unit for the Visually Impaired (RUVI) will be engaging directly with key stakeholders to shape proposals for the service moving forward, including the commissioning of Triple Tap Tech – a vision impairment led</p>		
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<p>Progress the delivery of the action plan to support the Vision for Glasgow Libraries</p> <p>(Cont.)</p>		<p>This will help Glasgow Libraries to align with the Scottish Approach to Service Design in relation to the Vision for Glasgow Libraries and EDI priorities.</p> <p>The core offer of Glasgow Life Libraries is free, which includes core programming such as Bookbug, book groups and school class visits.</p> <p>Diversity of book group provision has increased, with a new young people's group commencing in Pollokshields library.</p> <p>Visits to Glasgow Life's Libraries have performed strongly against target in 2024/25 with over 2.5m visits at the end of October, exceeding target by 3.4%.</p> <p>This includes almost 2.8m physical visits to the city's libraries, 3.1% above target, and 1.2m virtual visits, 3.6% above target.</p> <p>Glasgow Libraries' comprehensive stock collection has yielded almost 1.1m book issues across the city, 4.6% above target and there have been 230k free PCs sessions in 2024 to date, which is 1.2% above target.</p> <p>In November 2024, Glasgow Libraries recommenced Welcome Places, providing opportunities for local communities to come together in libraries with hot refreshments</p>	<p>organisation that works with technology – to carry out an audit on spaces and equipment to inform those proposals and improvements required moving forward.</p> <p>During 2025, staff training will be prioritised to support consistency of service provision and free programmed activity across all libraries.</p> <p>The priority is delivery of Bookbug training in partnership with Scottish Book Trust, with training set for January 2025. Thereafter, increasing from current delivery of 46 Bookbug sessions delivered citywide to deliver more sessions in response to local need.</p> <p>Glasgow Life Libraries will work with colleagues in Glasgow City Council Education Services to increase uptake in the schools class visit</p>		
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<p>Progress the delivery of the action plan to support the Vision for Glasgow Libraries</p> <p>(Cont.)</p>		<p>provided at all libraries throughout Winter 2024/25.</p>	<p>programme, enabling Glasgow's school children to engage with their local library offer.</p> <p>Glasgow Life will continue to promote libraries as a place for reading and will grow the number of book groups supported by Glasgow Libraries. This will include identifying areas for growth including introducing more hybrid groups, groups for children and young people and intergenerational pilots.</p>		
<p>Glasgow Life Libraries and Communities health, wellbeing and welfare provision</p>	<p>Operational delivery – 2024/25</p>	<p>Glasgow Life Libraries and Communities continue to offer a wide programme offering support to all citizens, acting as centres of information, guidance and support through:</p> <ul style="list-style-type: none"> • Co-location of services • Family Finance Key Workers • Universal Credit Support • Family Support (Early Years & Primary) <p><u>Co-location</u></p>	<p>Glasgow Life Libraries and Communities will continue to build on its health, wellbeing and welfare programmes and to identify and secure external sources of funding to support the delivery of anti-poverty programmes such as Family Finance Key Workers, Universal Credit Support and Family Support which</p>	<p>Glasgow Life</p>	<p>G</p>

<p>Glasgow Life Libraries and Communities health, wellbeing and welfare provision</p> <p>(Cont.)</p>		<p>Jobs & Business Glasgow have 42 outreach sessions offered every week across 24 community libraries.</p> <p>Glasgow's central Citizens Advice Bureau is based in the Mitchell Library and the bureau also delivers in 7 of Glasgow Life's community libraries.</p> <p><u>Family Finance Key Workers (FFKW)</u></p> <p><u>See Case Study</u></p> <p>Between April and December 2024 there was a 28% increase in referrals for Key Worker support compared to 2023. The team are currently supporting a caseload of 350 parents across the city, which is 29% more active parents than the same period last year. The team were recently confirmed as finalists in the 2024 SURF Awards for their innovative work in removing barriers to employability.</p> <p>Between April and 1st December 2024 the team supported:</p> <ul style="list-style-type: none">• 60 parents to secure long term sustainable employment. Combined total increase in income of £845,417.00. Jobs secured include school minibus driver, fire and security	<p>directly combat the impact of the cost of living crisis.</p>		
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<p>Glasgow Life Libraries and Communities health, wellbeing and welfare provision</p> <p>(Cont.)</p>		<p>engineer, painter and decorator, marketing manager, yard operative and NHS 24 call handler.</p> <ul style="list-style-type: none"> • 141 parents into learning opportunities which enhanced their employability. • 84 parents to access accredited qualifications, including AI & Data Science, SCMA Childminding, Health and Social Care, SWAP Radiography, First Aid, HNC Accounting and HND Fashion Design. • 97 parents to gain access to unclaimed benefits, rationalise household debt and access food and fuel top-ups, comprising £130,094.99 in financial gains. <p>Based in Glasgow Life Libraries and funded by the Scottish Government's Tackling Child Poverty programme (which is managed by GCC's Chief Executive's Department), the FFKW programme is delivered from all Community Libraries, Welcome Places and partner venues including educational settings and Barlinnie prison. The service provides intensive one-to-one mentoring to lift working families out of poverty by focussing on employability and financial capability.</p>			
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<p>Glasgow Life Libraries and Communities health, wellbeing and welfare provision</p> <p>(Cont.)</p>		<p>The service is offered on both an appointment and drop-in basis and works with families to overcome barriers to learning, training and employment opportunities as well as offering financial inclusion support from budgeting advice to welfare rights, one off grants and debt resolution. In response to the cost-of-living crisis FFKW now triage enquiries, offering same day support for those with immediate crisis needs such as food, fuel and housing.</p> <p>Referrals come from a wide range of partners including GCC Education, Schools Based Financial Inclusion Support Officers, Jobs & Business Glasgow, Glasgow Helps, Enable, Money Matters, and the Glasgow Life Universal Credit team.</p> <p><u>Family Support and Engagement</u></p> <p>The Family Support and Engagement team delivers a bespoke needs-led service for families living in the Clyde Gateway and Gorbals areas of the city. This service is delivered from four nurseries and four primary schools and targets parents with children up to 7 years of age. Between April and November 2024, 286 parents received direct support from the team:</p> <ul style="list-style-type: none"> • 117 parents attended learning sessions. 			
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<p>Glasgow Life Libraries and Communities health, wellbeing and welfare provision</p> <p>(Cont.)</p>		<ul style="list-style-type: none"> • 165 parents participated in health and wellbeing courses. • 25 parents were supported to take up volunteering opportunities. • 137 parents attended engagement sessions such as family play and holiday programmes. • 2235 parents attended open invite events such as parents evening partnership events, school transitions and sports days. • 131 referrals were made to partner organisations (foodbanks and energy support groups, money and benefits advice, adult learning and employability) <p><u>Glasgow Life Assisted Digital Support</u></p> <p><u>See Case Study</u></p> <p>Based in Glasgow Life Libraries this 'Assisted Digital' service funded by the 'Tackling Child Poverty Pathfinder' via GCC's Chief Executive's Dept provides a safety net for all Universal Credit (UC) applicants in the city with a focus on those who lack the essential digital skills to apply for and maintain a UC claim. The team provide one-to-one support, including translation services where appropriate, to lodge a successful UC</p>			
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<p>Glasgow Life Libraries and Communities health, wellbeing and welfare provision</p> <p>(Cont.)</p>		<p>claim. The service has a 94% success rate for UC applications – UK average is 70%.</p> <p>Between January 2024 and October 2024 there were:</p> <ul style="list-style-type: none"> • 1880 UC enquiries into the project • 845 enquiries supported by telephone • 1035 people supported in person (221 within HMP Barlinnie) • 484 translation support sessions booked. <p>The service was delivered from 17 community libraries, and Barlinnie Prison.</p> <p>Approximately 20% of service users require translation support.</p> <p>The service offers a range of ongoing support and advice to enable applicants to successfully maintain their claim and uses an holistic needs assessment and online referral tool to connect clients to the support services most relevant to their needs.</p> <p>Clients are helped to move on to employment, or training, in the last 10 months the Universal Credit project has referred 63% of customers to specialist learning or employability providers such</p>			
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<p>Glasgow Life Libraries and Communities health, wellbeing and welfare provision</p> <p>(Cont.)</p>		<p>as Jobs and Business Glasgow, Glasgow Life's Family Finance Key Workers or Digital Learning Teams.</p> <p>Examples of these support services include:</p> <ul style="list-style-type: none"> • Essential digital skills: Our in-house Glasgow Life course covers basic digital skills, maintaining your UC Journal, online job searching and applying for jobs online. The Glasgow Life Digital Learning team have also increased outreach work with target groups such as older people, homeless, one parent families and ESOL learners, providing essential digital skills training in community settings, encouraging learners to progress on to SQA accredited qualifications which enhance employability. • Accessing Crisis Grants and Community Care Grants from the Scottish Welfare Fund to bridge the five-week UC wait. • Accessing emergency fuel payment assistance. • Support to access a basic bank account from specialist Scot Cash advisors. • Employment advice from Jobs & Business Glasgow advisors. 			
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Glasgow Life Libraries and Communities health, wellbeing and welfare provision (Cont.)		<ul style="list-style-type: none"> • Council Tax Reduction and Discretionary Housing Benefits advice from GCC Revenues & Benefits team. • Debt and Financial inclusion advice. • Emergency food parcels and access to local Foodbanks. • Follow-up sessions to support clients as they progress towards work. • ESOL classes and language support. <p>As the GCC Revenues and Benefits (R&B) service (Housing benefit, Council Tax) is now only delivered online the team now also offer support to those who lack the digital skills to access the service online.</p> <p>From January until October 2024 there were:</p> <p>530 R&B enquiries (278 telephone enquiries, 252 supported in person).</p>			
Commitment 13: Secure investment for the People's Palace and Winter Gardens.					
Action(s)	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Secure investment for the People's	Recruitment of project team	Following approval at CAC on 17 August 2023, a round one application to the National Lottery	Glasgow Life will continue to secure the remaining funding need of £10 million	Glasgow Life	

		<p>help reach a wide range of communities that will inform the project as it continues.</p> <p>£2.5million of pledged income has been secured.</p> <p>The case for support has been developed alongside the fundraising strategy. Over 60 funders have been identified and are being approached in line with application dates and project plans. Engagement with UK Scottish Governments continues.</p>	<ul style="list-style-type: none"> • Engagement of target audiences for co-produced displays • Outreach at community events and community spaces and pop up displays 		
Commitment 14: Provide diverse, accessible and enjoyable volunteering opportunities					
Action(s)	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Glasgow Life's contribution to meeting the city's ambitions for volunteering	Inclusive Volunteering Fair – January 2025	<p>Glasgow Life has a memorandum of understanding with Volunteer Glasgow and offers diverse volunteering opportunities for people of all ages and abilities. In addition to leading and supporting cultural and sporting activities volunteers have provided a friendly welcome across major cultural and sporting events including Celtic Connections, the UCI Cycling World Championships and the World Indoor Athletics Championships.</p> <p>Glasgow Life's Volunteering Strategy 2023-26 was launched in June 2023, setting out the vision and aims for volunteering over the next three years. Subsequently the Glasgow Life Volunteering Policy was refreshed; new</p>	<p>Glasgow Life will have a stand at the Inclusive Volunteering Fair hosted by Volunteer Glasgow in January 2025.</p> <p>Glasgow Life's priority for 2025/26 is deliver the Glasgow Life Volunteering Action Plan to support the Glasgow Life Volunteering Strategy.</p> <p>This will include delivering a menu of training</p>	Glasgow Life	<div style="background-color: green; color: white; text-align: center; width: 20px; height: 20px; line-height: 20px;">G</div>

		<p>employee and volunteer training resources were developed, monitoring and reporting processes were improved and the reward and recognition offer was reviewed.</p> <p>Additionally, the Gateway to Volunteering programme, which aims to remove barriers to volunteering by providing training and support to help people start their volunteering journey in sport was launched, and Glasgow Life strengthened relationships with partners, stakeholders, and community networks to encourage and attract volunteers from underrepresented groups.</p>	<p>opportunities and social events for Glasgow Life volunteers and delivering volunteer related learning and development sessions for Glasgow Life employees.</p>		
Commitment 15: Monitor and deliver Glasgow's Community Learning and Development Plan					
Action(s)	Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
Lead the monitoring and delivery of Glasgow's Community Learning and Development Plan	<p>CLD Strategy Plan and Action Plan 2024-27 presented to WECCE & Glasgow Community Planning Partnership (GCPP) Exec Group by March 2025</p> <p>The CLD Annual Report 2024/25 to</p>	<p>Glasgow Community Learning and Development Strategic Partnership, (GCLDSP), chaired by Glasgow Life, co-producing the city's three-year Community Learning and Development (CLD) Strategic and Action Plans 2024-27.</p> <p>HMIE, Education Scotland completed a successful Progress Visit to assess progress with the GCLDS Partnership Strategic Plan, Leadership, Governance, and Impact on the CLD Outcome Action Plan in April 2024. Two pieces of work for Family Learning and People Make Glasgow Communities (PMGC) capacity building support, were rated as Highly Effective Practice by the Inspectors.</p>	<p>Glasgow Life will present the new CLD Strategic Plan and Action Plans 2024-27 to Glasgow City Council's Wellbeing, Empowerment, Community and Citizen Engagement Committee (WECCE) in January 2025, thereafter it will be presented to the Glasgow Community Planning Partnership (GCCP) Exec Group for approval in March 2025.</p>	Glasgow Life	G

<p>Lead the monitoring and delivery of Glasgow's Community Learning and Development Plan</p> <p>(Cont.)</p>	<p>be collated and presented citywide by September 2025.</p>	<p>GCLDSP contributed to the Scottish Government independent review of CLD in Scotland conducted by Kate Still. The review recommendations were published in July 2024 and are currently being considered by the Scottish Government and COSLA.</p> <p>The online system developed to report performance for CLD partners across the city has been improved. GCLDSP reviewed how effectively CLD is being reported and has improved reporting utilizing National and Glasgow KPIs.</p>	<p>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.</p> <p>GCLDSP will submit any changes to the Strategic Plan 2024-27 considering developments from the CLD review recommendations by October 2025.</p> <p>The GCLDSP will gather, review and analyze the data & performance information from CLD partners, sharing the findings of the impacts to WECC and the GCPP Exec Group in 2025.</p>		
Emerging commitment: Support the creation of a new vision for Sauchiehall Street as a Culture and Heritage district					
Action(s)	Milestones	Progress and Performance March-December 2024	Planned Activity 2025	Lead Service	RAG

Lead and coordinate project planning and delivery, city partnerships and relationship with core funder the National Lottery Heritage Fund	Secure funding to deliver an 18 month development phase to scope the long term renewal of Sauchiehall Street as a Heritage Place	<p>In April 2024 the National Lottery Heritage Fund (NLHF) provided £350k funding to support a development phase. This enabled the recruitment of a dedicated team. Delivery is progressing as per the application timeline.</p> <p>The programme as outlined in the application has been focussed into three strands, each providing a framework for a range of activities under these headlines: Uncovering Sauchiehall Street, Animating Sauchiehall Street and Renewing Sauchiehall Street</p> <p>The official partners are GL, GCC and NLHF.</p> <p>Glasgow Life is working in partnership with Glasgow City Council and the National Lottery Heritage Fund and also working closely with a number of cultural partners to deliver the programme including: Royal Conservatoire of Scotland, Glasgow School of Art, University of Glasgow, Glasgow Film Theatre, National Theatre of Scotland, Glasgow Doors Open Day, Nice N Sleazy, The Garage, Articulate and Glasgow 850.</p>	<p>Uncovering Sauchiehall Street: community and stakeholder engagement, mapping and research.</p> <p>Animating Sauchiehall Street: programming, commissioning and on-street presence including marketing.</p> <p>Renewing Sauchiehall Street: capital development, property and planning.</p>	Glasgow Life	
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CASE STUDY -	
Commitment 6	
Action	Continue to deliver Glasgow Helps
Milestone	
Case study title	Glasgow Helps
RAG Rating	GREEN
Synopsis (100 words)	<p>This case study evidences the transformative impact of whole-family holistic support and demonstrates that collaborative working amongst services can play a crucial role in creating meaningful, long-term change for individuals and families. By adopting a comprehensive, person-centred approach to support, Glasgow Helps works to address both the immediate needs of people as well as the broader challenges that affect their entire household. This approach seeks to focus on the strengths of both the individual and the specialist services who support them, and places relationships at the forefront.</p>
The challenge	<p>Stephanie was referred to the Glasgow Helps team in September 2023. Her referral came from her Family Nurse as Stephanie, an 18-year-old expectant mother, was facing significant financial challenges following the breakdown of her relationship and changes in her employment contract.</p> <p>From the beginning of her engagement with Glasgow Helps, it was clear that Stephanie was hesitant to accept the support on offer. Stephanie had been engaging with her Family Nurse, but was reluctant to work with others. Stephanie is care experienced, and was now living in a small room in a family member's home. She was anxious about the potential noise and disruption that could be caused by a visit to her home. Her reluctance to engage was rooted in a desire for privacy and independence, as well as the fear of relying too heavily on others. Glasgow Helps' Holistic Support Officer (HSO) recognised these concerns and worked patiently with Stephanie and her Family Nurse, taking the time to understand her situation and to ensure that their approach was respectful, supportive and on her terms.</p>
The solution	<p>In the early stages, Stephanie was primarily focused on immediate financial support and was reluctant to broaden the conversation beyond these needs. However, Glasgow Helps persisted, understanding the importance of sustained engagement. Over time, as trust was built, Stephanie began to open up about her concerns for the future—particularly her fears about providing for her child and the uncertainty she felt about how her life would change after giving birth.</p> <p>Stephanie and her HSO began to talk things through, and worked towards the creation of a care plan that they would collaborate on to resolve the issues and concerns she had raised. Committing to this would give them a focus and set of objectives to work on, but they also agreed that their care plan could change and develop based on her needs. Through the relationship they were beginning to develop, her HSO was able to bring in support from One Parent Family Scotland (OPFS). OPFS were able to provide help that extended well beyond the initial ask of supporting with her finances, with their Financial Inclusion team able to provide wider information about her upcoming childbirth, and all the supports that would come with it.</p>

<p>The impact (including cost savings/income generated if applicable)</p>	<p>Stephanie's engagement with Glasgow Helps has been the development of a strong, trusted support network. This network includes not only the professionals from Glasgow Helps and OPFS but also the wider community of people who have been instrumental in helping her during this transformative period. These individuals and organisations now communicate regularly, ensuring that Stephanie is fully supported in every aspect of her life, whether it's financial stability, parenting, or pursuing her educational and career goals.</p> <p>By taking the time to truly understand what mattered most to Stephanie, Glasgow Helps and its partners have been able to tailor their support to her specific needs. This person-centred approach has not only helped Stephanie through the immediate challenges of pregnancy and financial instability but has also enabled her to look ahead with hope and confidence. With a clear goal of returning to college and pursuing a career in the NHS, the future for Stephanie and her daughter is so much brighter now.</p> <p>Stephanie's story highlights the transformative power of holistic, person-centred support. She is now poised to return to education, pursue a career, and provide a bright future for her daughter in Glasgow.</p> <p>Feedback from Stephanie: "I'm so grateful for Glasgow Helps and everything they have done for me. They were so lovely and always do their best to help me and my daughter."</p> <p>Feedback from the Family Nurse: "Since the referral to Glasgow Helps, you have assisted Stephanie to secure her own permanent tenancy, decorate her new home, maximise her income, envisage and start to prepare for her own career goals for the future and equipped her with the tools to access wonderful supporting services by herself.</p> <p>Our joint visit last week, allowed me to appreciate just how far she has come on her journey with us and it feels so rewarding to see her daughter flourish under her care. The multi-agency team support that she and her daughter have received has been incredible. Thank you"</p>
<p>How is the new approach being sustained?</p>	<p>Whole-family support is essential in achieving sustainable outcomes for people. In the case study, the steps taken to coordinate support across a range of needs – such as housing, financial assistance, parenting advice, and emotional support – provided this family with the tools and resources to overcome their immediate issues and plan for the future. Stephanie now has a relationship with a small group of staff from support services who she is able to call on throughout this new phase of her life. Her trust in public services has been restored, and she is not afraid to ask for assistance when she needs it. Despite her case being closed to Glasgow Helps, she still checks in informally with her HSO to provide an update on her progress.</p> <p>This way of working ensures that individuals are not left to navigate complex systems alone as their needs change, and instead receive continuous, tailored support that meets their unique needs.</p>
<p>Lessons learned:</p>	<p>Empowerment through relationships: Glasgow Helps demonstrate the importance of trust and sustained engagement. Stephanie's initial</p>

	<p>reluctance was gradually replaced by a willingness to engage, as her HSO worked patiently to understand her needs and aspirations.</p> <p>Tailored, holistic support: The multi-agency collaboration provided a range of support that was aligned with Stephanie's immediate needs and long-term goals, including parenting skills and housing assistance.</p> <p>Focussing on the future: With her sights set on a career in the NHS, Stephanie is now focused on building a better future for herself and her son. She has a network of trusted individuals who work together to ensure she receives the support she needs if and when it is required.</p> <p>Collaborative working: The partnership between Glasgow Helps, OPFS, DWP, the Health Visiting team and the housing specialist exemplified the power of a no-boundaries approach to supporting Stephanie in both practical and aspirational ways. Working in this way also allows the specialists to focus on their specialism, confident in the knowledge that wider care is being provided by Glasgow Helps and others.</p>
Contact:	<p>James McCourt, Development Manager, Glasgow Helps</p> <p>James.McCourt@glasgow.gov.uk</p>
Links to relevant documents:	

CASE STUDY	
Commitment	Develop and deliver a range of programmes across the HSCP to reduce and mitigate the impact of poverty and health inequalities in the city, focussing on child poverty, financial support, welfare rights and employability.
Action	
Milestone	
Case study title	Welfare Advice Health Partnerships (WAHP)
RAG Rating	
Synopsis (100 words)	Scottish Government investment enabled delivery of an embedded Welfare Rights service in 84 GP Practices across 21 GP Clusters in Glasgow City serving deprived communities. This two-year funding commitment came to an end in January 2024. Additional funding has been secured to sustain a slightly reduced service in 79 GP Practices until March 2025.
The challenge	A patient was referred to the service for assistance to complete an Adult Disability Payment review form. The patient suffers from significant mental health issues and severe anxiety about going through the review process as all previous applications had been refused and had to go through the appeals process. The Adult Disability Payment review form was completed in conversation with the patient. The patient then gave consent to access medical records and appropriate medical evidence to aide completion. To ease the patient's anxiety going through the review process for Adult Disability Payment it was agreed the GP would draft a supporting letter for the application. The letter was forwarded to Adult Disability in support of the application. The patient stated that they were struggling with mental health as they had no support in place. The role of the Community Links Worker was discussed with the patient who agreed to a referral being made to their Community Links Worker to see what other support is available for them.
The solution	The patient contacted their WAHP advisor to get update on their application as they were extremely upset about the process and timescales. The advisor arranged a conference call with Adult Disability to discuss and confirmed the form had been received and was with case manager to process. This allowed the advisor to provide reassurance to the patient that the review was going ahead and was within the expected timeframe for assessment. The advisor was also able to advise the patient that payments would continue as normal until the decision was made, alleviating any anxiety. On completion of the review the patient remained on Enhanced Rates of Daily Living and Mobility, awarded until 2028. The patient was extremely pleased with the award and stated medical evidence and the GP support letter assisted in the re-award of her claim
The impact (including cost savings/income generated if applicable)	<p>The impact of the service has been positive for patients.</p> <p>In 2023-24, 4,466 patients were referred to the service resulting in 11,165 individual welfare rights and money advice cases. This achieved financial gains for patients of over £9.2m with a further £1.7 in debt managed; £1.1 million in non-housing debts and £600k in housing-related debts, respectively. In Q3 there was a significant</p>

	increase in housing debt managed with a 3 fold increase on the quarterly average. Housing debt refers to money owed on mortgage or rent arrears or other housing-related loans that they haven't paid on time and can lead to serious consequences, including repossession, or legal action by creditors
How is the new approach being sustained?	WAHP is a test and learn programme and Health Improvement teams will be working with the Improvement Service and GP Practices to evaluate the service. The national evaluation is anticipated before the end of 2024.
Lessons learned:	<p>Early findings indicate that:</p> <ul style="list-style-type: none"> • 87% of individuals had never previously sought advice • A third have a household income of less than £10,000 • Almost three quarters live in rented accommodation • A third are families with children • A little over a third sought advice because they were unable to cope financially and about a third because they were unable to work for health reasons • Over 80% sought advice because it was suggested by practice staff.
Contact:	<p>glasgowcityijb@glasgow.gov.uk</p> <p>Business Development, Governance & Strategic Planning will co-ordinate any enquiries.</p>
Links to relevant documents:	Welfare Rights and Money Advice Performance Report 2023-24

CASE STUDY	
Commitment	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	Support local and national efforts and a public health, evidence-based approach to tackling drug deaths.
Milestone	Floor layout and design plans have been finalised with all stakeholders Input. Following feedback from Lived Experience groups we have also sought an opinion from King's Counsel as to the inclusion of an external smoking shelter on the site as this is normally prohibited where NHS services are provided.
Case study title	Safer Drug Consumption Facility
RAG Rating	
Synopsis (100 words)	Glasgow City HSCP submitted a revised proposal to the Lord Advocate in 2022 requesting further consideration to a public statement of prosecution policy that would support the implementation of a Safer Drug Consumption Facility (SDCF). The Lord Advocate communicated with Glasgow City HSCP on 11th September 2023, confirming that she would be prepared to publish a statement of prosecution policy to the effect that it would not be in the public interests to prosecute users of that facility in terms of section 5(2) of the Misuse of Drugs Act 1971 for simple possession offences committed within the confines of the Safer Drug Consumption Facility. The IJB approved progress to implementation on 27th September 2023
The challenge	Engagement activity has been carried out with a variety of stakeholder groups, including, but not limited to, people who inject drugs and recipients of associated services, families, carers and their representatives, local communities, local businesses, Housing associations / Registered Social Landlords, providers and contractors of health and social care services (independent and third sectors), and GCHSCP, GCC and NHSGGC staff
The solution	A variety of methods were used to engage with stakeholders including: face-to-face sessions (meetings, focus groups) • online engagement opportunities with staff and other stakeholders • meetings with other drugs consumption facilities 18 Appendix 1: Strategic Plan Monitoring Report Period 2 2023/24 DEMONSTRATING IMPACT • media appearances • attendance at seminars/conference by invitation • social media and website feedback opportunities • staff newsletter articles • poster dissemination • visits to the facility • drop-in sessions Consultation activity with people with lived and living experience has included choice on colours and furniture in the facility, the development of the service user leaflet and the addition of a smoking area, and shower and clothes facilities.
The impact (including cost savings/income generated if applicable)	Following engagement with the Alcohol and Drug Partnership reference groups (people with lived and living experience) the facility has been named 'The Thistle', and these groups have had significant input into the design and layout of the service, including choice on colours and furniture in the facility, the development of the service user leaflet and the addition of a smoking area, and shower and clothes facilities. A You Said, We Did document has been developed and is shown below. This has also been published on the HSCP's webpage for the SDCF.

How is the new approach being sustained?	<p>The response to community concerns has resulted in Police Scotland now being engaged in community consultation events, and their agreement to join the Community Engagement Forum.</p> <p>A template was used to capture feedback from engagement sessions in as consistent a manner as possible, with output then recorded in a feedback log to enable analysis and identify trends. All feedback is being collated and issues are being addressed in person and through use of a Frequently Asked Questions document.</p>
Lessons learned:	<p>The SDCF Implementation Board has agreed the creation of a Community Engagement Forum, similar in design to those in other countries that are reported as successful in addressing any immediate concerns. The Community Engagement Forum will facilitate ongoing communications, with an opportunity for the service leads, Police Scotland and community members to meet, discuss and respond to any issues following implementation of the service. Representatives will include SDCF management, local residents, businesses, housing providers, elected members, those with lived and living experience, Police Scotland and the Alcohol and Drug Partnership (ADP).</p>
Contact:	<p>glasgowcityjb@glasgow.gov.uk</p> <p>Business Development, Governance & Strategic Planning will co-ordinate any enquiries.</p>
Links to relevant documents:	<p> Update on the Implementation of Safer Drug Consumption Facility Safer Drug Consumption Facility Update on Engagement Safer Drug Consumption Facility Webpage EQIA - Safer Drug Consumption Facility </p>

CASE STUDY - Dennistoun & Area Community Sports Hub (DACSH)	
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	Support sport and physical activity through community sport hubs.
Milestone	Operational Delivery 2024/25
Case study title	Inner East Sport and Physical Activity Development
RAG Rating	Green
Synopsis (100 words)	<p>Glasgow Life Community Sport Hub Programme (CSHs) brings together sport clubs, physical activity groups, and local organisations to promote active lifestyles. These hubs, funded by Glasgow Life and sportscotland, align with Sportscotland's 'Sport for Life' plan, the Scottish Government's 'Active Scotland Framework', and Glasgow Sport's 'Physical Activity and Sport Strategy'.</p> <p>CSHs can significantly benefit their communities. Glasgow Life aims to expand these hubs, focusing on areas of the city with limited sports and physical activity opportunities or participation. CSH's are designed to respond to the needs of their community and provide focused support for the most inactive, women and girls, people with disabilities, and ethnically diverse communities.</p> <p>The dedicated Glasgow Life Community Sport Hub team offers flexible assistance, including skills, expertise, and financial aid, to help hubs organise, plan, and develop community-specific physical activity opportunities.</p> <p>Glasgow Life, via the CSH programme, collaborates with local communities, sport clubs, and organisations to increase inclusive physical activity opportunities for all.</p>
The challenge	<p>The Inner East project, part of Glasgow Sport's Community Sports Hub programme, addresses inequalities in Dennistoun, Calton, and Haghill. In collaboration with Glasgow Life, sportscotland, and the Scottish Government, the Dennistoun & Area Community Sport Hub (DACSH) tackles challenges such as poverty and inactivity by engaging the community through accessible sports opportunities and creating local sport, physical activity, volunteering, and employability pathways.</p> <p>DACSH is dedicated to enhancing mental health, physical well-being, community engagement, and economic development through strategic initiatives. This case study outlines DACSH's efforts and achievements in promoting sport and physical activity in Dennistoun, Calton, and Haghill.</p>

	<p>Key Highlights</p> <ul style="list-style-type: none"> • Volunteering: DACSH reduces barriers to participation and offers inclusive roles tailored to community needs. • Health and Inclusion: Programmes directly improve health, happiness, and inclusion across Glasgow's neighbourhoods. • Community Events: Hosting festivals and opportunities linked to world-class events like the UCI World Championships 2023 and World Athletics Indoor Championships 2024. <p>DACSH has faced several significant challenges in promoting sport and physical activity within the community. One of the primary challenges is community engagement and social isolation.</p> <p>Limited participation due to poverty and various barriers to involvement makes it difficult to engage the community effectively. Combatting isolation and inactivity is crucial to improving the mental and physical well-being of the residents.</p> <p>External disruptions have also posed significant challenges. The post COVID-19 pandemic and the ongoing cost-of-living crisis have disrupted activities and strained financial resources, making it harder to maintain consistent engagement and support for the community.</p> <p>Organisational constraints further complicate the situation. Time limitations, workload pressures, and a reliance on professional staff create dependencies that can hinder effective task completion and project management. These constraints make it challenging to sustain momentum and achieve long-term goals.</p> <p>Sustainability is another critical challenge. DASCH's sustainability required the group to transition to a Scottish Charitable Incorporated Organisation (SCIO) which involves additional responsibilities, such as balancing staffing needs with project timelines, securing funding, and attracting skilled individuals. These factors are essential for ensuring the long-term success and stability of DACSH's initiatives.</p>
The solution	<p>To address these challenges, DACSH has implemented several strategic solutions through coordination and collaboration with local and national partners. One of the key strategies involves consultation and development. By conducting local surveys and discussions, DACSH ensures that their initiatives are aligned with community needs. Employing key staff members guarantees high-quality delivery of these programmes.</p> <p>Community engagement is another crucial aspect of their strategy. DACSH supports the Local Active Schools Coordinator, linking school sessions to community activities and offering inclusive opportunities for all. This approach helps to bridge the gap between school and community sports, fostering greater participation.</p> <p>In terms of learning and activities, DACSH provides free training for local volunteers and collaborates with National Governing Bodies (NGBs) to offer affordable education. Regular sports sessions are organised to</p>

	<p>maintain consistent engagement and skill development within the community.</p> <p>Reanimating local facilities and providing resources for holiday programmes are also part of DACSH's solutions. These efforts ensure that community members have access to well-maintained venues and structured activities during school holidays, promoting continuous physical activity.</p> <p>To address external disruptions such as economic challenges, DACSH offers free holiday programmes and has introduced affordable pricing models. These measures help to alleviate financial barriers and ensure that more community members can participate in sports and physical activities.</p> <p>Finally, to overcome organisational constraints and enhance sustainability, DACSH is transitioning to a Scottish Charitable Incorporated Organisation (SCIO). This transition involves recruiting skilled individuals to strengthen governance and ensure long-term success. By adopting this new organisational structure, DACSH aims to secure funding, attract talent, and maintain a sustainable model for delivering sports and physical activity programmes.</p>
The impact (including cost savings/income generated if applicable)	<p>DACSH has significantly impacted the local community by promoting sport and physical activity through strategic coordination and collaboration. One of the key achievements has been the increase in the number of opportunities for people to be active in their local community, which has led to a rise in the number of individuals participating in sport and physical activities.</p> <p>Community engagement has been a major focus, with DACSH supporting school coordinators, linking school sessions to community activities, and offering inclusive opportunities for all. This approach has helped bridge the gap between school and community sports, fostering greater participation and involvement.</p> <p>In the area of training and education, DACSH has provided free training for local volunteers and collaborated with National Governing Bodies (NGBs) to offer affordable education. These efforts have ensured that volunteers are well-equipped to support and lead various sports activities, contributing to the overall growth and sustainability of the programmes.</p> <p>Facility utilisation has also been a significant achievement. DACSH has reanimated local facilities, ensuring they are well-equipped and accessible for community use. By coordinating activities to avoid conflicts, DACSH has maximised the use of these facilities, providing more opportunities for people to engage in physical activities.</p> <p>Sustainability has been a critical aspect of DACSH's impact. Transitioning to a Scottish Charitable Incorporated Organisation (SCIO) and recruiting skilled individuals have strengthened governance and ensured long-term success. This new organisational structure will enabled DACSH to secure funding, attract talent, and maintain a</p>

	<p>sustainable model for delivering sports and physical activity programmes.</p> <p>Overall, DACSH's initiatives have fostered a vibrant, active community, providing numerous opportunities for people of all ages and abilities to engage in sports and physical activities. The impact on health and well-being in the local area has been significant, with increased participation and enhanced community engagement</p>
How is the new approach being sustained?	<p>DACSH sustains its approach through strategic planning and development. Key strategies include generating income via school programmes, utilising free local venues, and training local volunteers. Organisational development focuses on achieving charitable status, forming a Board of Trustees, and developing a Constitution and Terms of Reference.</p>
Lessons learned:	<p>Throughout the implementation and development of the DACSH, several valuable lessons have been identified. These insights have been crucial in refining the approach, overcoming challenges, and ensuring the sustainability of the project and highlight the importance of adaptability, community engagement, and strategic planning in achieving long-term success.</p>
Contact:	
Links to relevant documents:	<p>Local and National Documents:</p> <ul style="list-style-type: none"> • Active Glasgow Strategy • Sportscotland Corporate Strategy/ Sport for Life • Scottish Government – Active Scotland Outcomes Framework <p>Specific reference docs:</p> <ul style="list-style-type: none"> • Sportscotland Monitoring and Evaluation Survey • Holiday programme PPT

CASE STUDY - Family Finance Key Workers (FFKW)	
Commitment	Protect the vital role of libraries, involving local communities, marginalised groups and campaigners in the future Vision for Glasgow Libraries, including exploring the potential for council libraries to become 'repair and reuse hubs', and 'libraries of things'.
Action	Glasgow Life Libraries' health, wellbeing and welfare provision
Milestone	Operational delivery – 2024/25
Case study title	Family Finance Key Workers Case Study - Anne
RAG Rating	GREEN
Synopsis (100 words)	<p>Anne, who is a lone parent, was referred into Family Finances on 27 April 2024 by the Glasgow Life Universal Credit Support Team who had helped Anne apply for Universal Credit when she became entitled to it after she and her three children were granted refugee status. The reason for the referral to Family Finances was that Anne was now ready to find employment to support her family and was open to all employment and educational opportunities.</p> <p>Anne registered with Family Finances on 18 May 2023 and through completion of the holistic needs assessment it came to light Anne's long-term goal was to pursue a career within childcare.</p>
The challenge	Anne had no previous workplace experience in the UK and aimed to improve her English as she identified her conversational English as poor. She was referred to Glasgow Life ESOL Learning to participate in targeted learning. After working to improve her English we were able to identify that her lack of confidence was still holding Anne back from her overall goals. We set voluntary work as an interim target while looking for paid employment.
The solution	<p>The initial agreed actions were to build her confidence in English through a course as well as referral to the Glasgow Life Learning Team to participate in Conversational English training.</p> <p>Glasgow Life met with her on a regular basis for progression updates and to continue to work on the objectives we had agreed upon. Glasgow Life also supported her by supporting her to build her job applications skills and prepare for interviews. Liaised with her advisor from Jobs & Business Glasgow (JBG) to support her with employability.</p> <p>She began volunteering 1 day a week with the Women's Library and this gave her more confidence and improved her conversational English.</p> <p>Anne was supported to apply for Community Interpreting Course with DPSI Online and after assessment was offered a place on a Level 3 course. Completed a TSF Application for funding which was approved for 2 books required to help with the Level 3 interpreting course. She successfully completed the course.</p> <p>Supported with application to Clearvoice for Interpreter position and after interview was offered a freelance position.</p>

	<p>Referred to Dress for Success for Interview and work outfits due to lack finances to afford work clothing. This enabled her to have an interview outfit along with several outfits for starting employment.</p> <p>As part of the in-work support, the opportunity for the Customer Support Assistant role (CSA) was highlighted to Anne.</p>
The impact (including cost savings/income generated if applicable)	<p>She is working as a self-employed Interpreter since February 2024 and has been successful in gaining a 6-month CSA post which will give her a variety of experience of working in the community and learning new skills to progress further.</p> <p>She has a regular income from her CSA post, 20 hours at £12.00 per hour and her self-employment as an interpreter required gives her extra income, providing flexibility to supplement her core income.</p> <p>She has gained confidence and is gaining workplace experience and as she is employed through JBG and Glasgow Life this allows her to apply for internal vacancies. This opens even more opportunities for her to progress further in her career. She now has the confidence to reapply for a Glasgow Life Library Assistant.</p> <p>She is now contributing to the family finances and is now confident the family will be able to work at clearing their debts and they are finding life a little bit less of a struggle financially and hope to be even more financially stable going forward.</p> <ol style="list-style-type: none"> 1. Duration of support required to secure employment: June 2023 – Sep 2024 (15 months to secure employment) 2. Frequency of support: Approx meeting with Glasgow Life every fortnight, depending on needs and time of year 3. Annual Income Before support: £5000 per annum 4. Annual Income After Support: £18,100 per annum
How is the new approach being sustained?	<p>Support was required with clothing from Dress for Success who provided interview suiting and clothing for employment, which is in ongoing use in her current employment.</p> <p>JBG have supplied her with a bus pass for travel to place of work.</p> <p>FFKW will continue to support her to apply for jobs within Glasgow Life, so she has a succession plan beyond her 6 months contract as a Customer Service Advisor.</p>
Lessons learned:	<p>This case highlights the importance of supporting parents to remove the barriers to employment to gain initial employment, and to continue to provide ongoing support to build upon the initial success and continue to increase income until the goals are reached.</p>
Contact:	
Links to relevant documents:	

CASE STUDY - Glasgow Life Assisted Digital Support	
Commitment	Protect the vital role of libraries, involving local communities, marginalised groups and campaigners in the future Vision for Glasgow Libraries, including exploring the potential for council libraries to become 'repair and reuse hubs', and 'libraries of things'.
Action	Glasgow Life Libraries' health, wellbeing and welfare provision
Milestone	Operational Delivery 2024/25
Case study title	John - Barlinnie
RAG Rating	GREEN
Synopsis (100 words)	John, a resident of Glasgow, had spent over two years in Barlinnie Prison. John was 56 with a history of drug addiction, John felt that his life was effectively over. With 3 weeks left on his sentence, he was referred to the Glasgow Life Assisted Digital Team by the Prison Casework Team. The goal was to support John in accessing benefits and securing financial stability upon his release.
The challenge	At first, John was hesitant to get involved in the various support programs available at Barlinnie. However, as time passed, he began to open-up. He became a Passman, working in the Library within the Resource Hub, where he made valuable connections with others. He also earned the trust of the prison officers and built a support network. Although John had made significant progress in improving his physical and mental health, he began to worry as his release date approached. He feared what life would be like outside the prison walls and, particularly, how he would survive financially during the wait for his first Universal Credit (UC) payment.
The solution	<p>With just 3 weeks left before his release, a Glasgow Life team member met with John to conduct a Holistic Needs Assessment. This assessment identified the key areas where John would need support, and securing financial assistance through benefits was a top priority. John was particularly concerned about the five-week wait for his first UC payment and how he would manage without money during that time.</p> <p>To address these concerns, Glasgow Life took the following steps:</p> <ol style="list-style-type: none"> Community Care Grant: <ul style="list-style-type: none"> helped John apply for a Community Care Grant to cover the costs of purchasing new clothing, as he had lost weight during his time in prison. The grant was approved quickly, and the funds were deposited into his bank account ahead of his release, ensuring he had the necessary items (jacket, jeans, trainers) to start fresh. Crisis Grant: <ul style="list-style-type: none"> One week before his release, worked with John to submit a Crisis Grant application for essential items and food. The application was processed swiftly, and within 24 hours, over £300 was deposited into John's account to help him get by until his first UC payment. Universal Credit Claim:

	<ul style="list-style-type: none"> ○ On the day of his release, met John and accompanied him to the Riddrie Library UC Hub, and assisted him in submitting his online Universal Credit application form. To help him cover immediate living costs, Glasgow Life also arranged for an Advance Payment of Universal Credit, ensuring he had money as soon as possible. ○ In addition, Glasgow Life provided John with a brand-new tablet and a 6-month data SIM card to help him with his job search. <p>4. Further Support: Glasgow Life signed John up for library membership and referred him to Jobs & Business Glasgow for employability support. These steps would help John continue his personal development and transition back into work.</p>
The impact (including cost savings/income generated if applicable)	<p>Thanks to Glasgow Life's support, John was able to leave prison with a sense of financial security. He had money in his account for essential items while waiting for his UC assessment to be completed. The additional support with job search tools and employability guidance provided John with the resources he needed to begin his reintegration into society.</p> <p>John's Testimonial: <i>"I don't know what I would have done without [Glasgow Life's]</i></p> <p><i>support. All the agencies in Barlinnie are worth their weight in gold, and it shouldn't be underestimated how much they help the guys. I can now head back home knowing I have some money in the bank for essentials whilst my benefits are assessed. Thank you."</i></p>
How is the new approach being sustained?	Glasgow Life's holistic support helped John successfully navigate a challenging transition from prison to life after release. By providing practical assistance with financial support, access to resources, and employability services, John was able to build a stable foundation for his future. This case highlights the importance of integrated support systems in helping individuals reintegrate into society and reduce the risk of reoffending.
Lessons learned:	Investing in this help and support in the pre-release period has a direct impact on reducing reoffending, improves lives post incarceration and saves the city money.
Contact:	
Links to relevant documents:	

Policy and Resource Implications

Resource Implications:

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

Legal: None

Personnel: None

Procurement: None

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. Yes, by highlighting the performance of areas of Equality work the report seeks to assist in increasing people's knowledge about Equality and Fairness which supports the Equality Outcomes.

What are the potential equality impacts as a result of this report? No EQIA required as the report is a performance one, and no policy decisions are initiated in this report.

Please highlight if the policy/proposal will help address socio-economic disadvantage. Yes, by highlighting areas of work the report seeks to assist in increasing people's knowledge about Fairness and impact of policy/planning on socio-economic outcomes

Climate Impacts:

Does the proposal support any Climate Plan actions? Please specify: No direct impact as this is a performance report.

What are the potential climate impacts as a result of this proposal? No direct impact as this is a performance report.

Will the proposal contribute to Glasgow's net zero carbon target? No direct impact as this is a performance report.

Privacy and Data Protection Impacts:

Are there any potential data protection impacts as a result of this report
Y/N No impact.

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

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.