



Glasgow City Council

Operational Performance and Delivery  
Scrutiny Committee

Report by Chief Executive

**Item 2**

5th June 2024

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### Strategic Plan Performance:

#### Grand Challenge 1

**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.

### Purpose of Report:

To report the performance of the new Council Strategic Plan and the agreed Mission based approach.

### Recommendations:

The committee is asked to:

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

Ward No(s):

Citywide: ✓

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

### PLEASE NOTE THE FOLLOWING:

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## 1.0 Background and Context

- 1.1 The [Council Strategic Plan](#) was agreed at Full Council on 27th October 2022. The Operational Performance Delivery and Scrutiny Committee is now tasked with monitoring the delivery of the Plan.
- 1.2 A performance template was presented and agreed by Operational Performance Delivery and Scrutiny Committee in November 2022 to effectively structure and support scrutiny of the Plan and illustrate the crosscutting nature of the Missions as the services work collectively to deliver the council's priorities. This template will be subject to review to ensure that service and member feedback is incorporated.
- 1.3 The performance template captures Actions which underpin the Commitments, Missions and Grand Challenges.

## 2.0 Council Strategic Plan: Reporting Structure

- 2.1 In order to ensure that the Plan clearly articulates its purpose it has been structured into Grand Challenges and their supporting Missions.
- 2.2 The Grand Challenges are as follows:
  - Reduce poverty and inequality in our communities
  - Increase opportunity and prosperity for all our citizens
  - Fight the climate emergency in a just transition to a net zero Glasgow
  - Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities
- 2.3 These Grand Challenges and their Missions are underpinned by Commitments which Services are undertaking to work towards the goal of each Mission.
- 2.4 It should be noted that council agreed that the Strategic Plan will be subject to an annual review to reflect the volatility of outside pressures and budget constraints. There is an agreed change control process in place to assist this.
- 2.5 For the purpose of this report the update covers **Grand Challenge 1: Reduce poverty and inequality in our communities**,

Within this Grand Challenge, it will focus on commitments identified as part of the following Missions:

- **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.

Committee previously received updates on commitments within these Missions at their meeting [which took place on the 13 September 2023](#).

### **3.0 Strategic Plan: Widening the Lens**

- 3.1 In view of the focus on the new Council Strategic Plan and the Council's response to the motion on the [Cost of Living](#) crisis in June 2022; and as agreed by the Operational Performance and Scrutiny Delivery Committee (OPDSC) in [November, the Strategic Plan](#) initially focused on missions relevant to the cost of living lens.
- 3.2 Over time, this focus has widened to ensure that reported progress is more comprehensive in its scope. As such, updates now reflecting a wider range of work areas being progressed. Each meeting focuses on a different Grand Challenge and the attendant Missions and Commitments being undertaken to deliver in the context of the Grand Challenge.
- 3.3 To ensure that the focus of the Council Strategic Plan remains relevant, an annual review of its commitments is currently being progressed. This will ensure that the Plan and its Commitments continue to provide a strategic focus on delivery in light of both recent budgetary considerations and in order to take account of emerging cost of living responses. OPDSC will be notified of any formal changes to the Plan.




### **4.0 Commitments and Emerging Commitments**






- 4.1 The Strategic Plan Missions outline a number of Commitments to deliver the Mission goal include the commitments to:
  - Increase the number of schools recognised as centres of leadership and educational excellence for learning with technology.
  - Deliver the Glasgow Pathfinder project pilot on eligible 2-year-olds optimising financial support to families using Council nurseries.
  - Prioritise anti-poverty policies and actions to improve wellbeing
  - Continue to provide professional learning on recording and reporting discrimination-based incidents and bullying including targeting training for leaders
  - Identify opportunities to improve the HSCP's Self-Directed Support (SDS) SW policies, processes and procedures to increase the effectiveness of SDS in empowering individuals to have a greater say and greater control in the services they access to meet their personal outcomes.




- Contribute to work with public health colleagues in other HSCPs in the Greater Glasgow and Clyde area to reduce reliance on harmful substances



## **5.0 Next Steps**

- 5.1 As noted above the annual review of the Strategic Plan currently underway will allow for the consideration of these emerging Commitments; and determine whether they will require sustained focus within the Plan going forward. This will be managed through the formal change control process noted above.


<b>GRAND CHALLENGE ONE:</b> Reduce poverty and inequality in our communities					
<b>Mission 2:</b> Meet the learning and care needs of children and their families before and through school					
<b>Commitment: Support affordable and accessible school uniforms, including uniform banks and lease and hire schemes and work on cost of the school day work including administering school clothing grants.</b>					
Action	Milestones (current)	Progress & 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.	Review and report on range of accessible uniform banks	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.	Education Services	
Prioritise anti-poverty policies and actions to improve wellbeing	Monitor progress of Cost of the School Day Champions	<p>Continued input into Child Poverty Group. Footwear and Clothing Grants thresholds increased in line with Free School Meal entitlement levels for 2024/25.</p> <p>Annual Child Poverty Update – Cost of the School Day information shared. Continue to work with partners and Glasgow Parents Group.</p> <p>School Health and Wellbeing Census data used for the Glasgow City Education Health Fayre March 2024.</p>	<p>Promote Poverty awareness and financial inclusion information using Digital resources.</p> <p>Challenge Poverty Week October 2024.</p> <p>Poverty information and resources.</p>	Education Services	
Work with the Scottish Government to deliver Free School Meals for all primary school children.	Report on expansion at committee.	<p>Additional capital funding allocated for 2024/25 rollout for focus on those children in receipt of Scottish Child Payment.</p> <p>Steering group set up to prioritise funding across services to ensure funding is focused on greatest need.</p> <p>Focus on innovative seating solutions for capacity issues.</p>	Infrastructure work to be determined. Continue feedback through Association of Directors of Education in Scotland.	Education Services	

Support implementation of council policy on Free School Meal holiday payments.	Implement council policy.	Free school meal holiday payments to continue in line with Government funding.  Ensure financial entitlement is maximised for families with children in P1 –P5.	Continue with payments for free school meal holiday payments in line with Scottish Government grant funding.	Education Services	
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 in partnership with Glasgow Helps via Child Poverty Board.	Financial Inclusion Support Officers delivered services to 1,013 with 2,001 children and gained £2.615m of funding from families.  Continued attendance on the Child Poverty Board.	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.	Education Services	  Some slippage due to funding for expansion into Early Years
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 continuing in selected nurseries.  Glasgow Helps information shared at Early Learning Centre City Heads meeting and School Age Childcare early adopters meeting.	Continue to support access to Glasgow Helps for families using nurseries or School Age Childcare early adopters.	Education Services	
Deliver the Glasgow Pathfinder project pilot on eligible 2-year-olds optimising financial support to families using Council nurseries	Review financial support optimisation.  Align work on the new Scottish Government/ Department for Work and Pensions data sharing project on eligible 2-year-olds with Pathfinder priorities.	Ongoing.  Initial Department for Work and Pensions data analysed. Discussion with Improvement Service around data gaps and issues.	Matching data against available vacancies through nursery admissions process.	Education Services	
Promote Integrating Services Partnerships and work with partners to address poverty,	Support the refresh of the Integrated Children's Services Plan with the	The 2023-26 Children's Services Plan plan is now live online - see here: <a href="#">HSCP Integrated Children's Service Plan.pdf</a> . Prepared	Develop performance monitoring framework.	Education Services	

inequality, and disadvantage to reduce health inequalities and the impact of deprivation for all learners.	Children's Services Executive Group	first HSCP ICSP Progress Report for Scottish Government.			
<b>Commitment: Ensure digital inclusion for children and young people.</b>					
Action	Milestones (current)	Progress & Performance	Planned Activity	Lead Service	RAG
Increase the number of schools recognised as centres of leadership and educational excellence for learning with technology.	Increase number of Primary and Secondary Establishments registered for Digital Schools Award.	At April 2024 196 GCC Establishments registered. 37 Awarded Digital Schools Award and comms issued to pre 2021 schools advising of re-validation: Uplift in awards of 10% approximately.	Achieve 100% registration across Primary, Secondary and ASL Sector.  Support schools in achieving validation for Award; further 10% uplift.	Education Services	
Strengthen the impact of Continuous Professional Learning with partners including Apple and XMA.	Increased number of Showbie and SeeSaw Ambassadors.  Increased consistency across Learning Communities in use of preferred platforms: Showbie & SeeSaw.	3192 Showbie Licences in across estate. 6 Learning Community models in place to support coherence and collaborative working.	A further 2 Learning communities to come on board August to December.  Career-long Professional Learning to early years SeeSaw users.	Education Services	
Strengthen the support which Digital Leaders of Learning offer to schools.	Digital Coordinator identified in every Learning Community.  Improved community approach to strategy implementation leading to	Digital Coordinator in 90% of Learning Communities; 4 annual meetings completed ensuring improved coherence in digital strategy across the Learning Community.  All Learning Communities have an articulated Digital Strategy.	Coordinator role will continue 24-25 with strategy aligned to Pedagogy Framework.	Education Services	


	strengthened transitions, improved reporting, and attainment.				
Gather and respond to the views of staff on digital learning and teaching.	Prepare questions for biennial digital survey for 2024.	Completed in February 2024 and responses collated.	Actions included in revised Strategy document.	Education Services	
Audit the impact of work carried out to date and devise next steps to further embed digital skills at nursery stage.	Continue to explore supports needed at nursery stage to strengthen the use of digital learning strategies for the youngest children.	Use of SeeSaw reviewed and continued for one year.  Ongoing discussion with Leaders of Early Learning team.	Consider alternate options to SeeSaw.  Consult with nursery heads on suitability.	Education Services	



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




Action	Milestones (current)	Progress & 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.	Worked with Zero Tolerance to offer the Under Pressure training to two child protection officers in each secondary school. Covers risks related to grooming, sexual exploitation, negotiating online safety, engaging in healthy consent-based relationships and dealing with the pressures to conform to idealised models of “how to be” men and women.  Misogyny is also addressed in the Health and Wellbeing curricular area of relationships, sexual health, and parenthood.	Ongoing work with partners on a Girls website and app to promote female safety and where to access appropriate support. This will be aimed towards 16-21 years old females.  At the next Personal and Social Education Network meeting the work delivered by Zero Tolerance will be revisited to identify if it has made an impact.	Education Services	







**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 all characteristics and intersectionality.	<p>Review current practice against all protected characteristics.</p> <p>Action plans updated to include refreshed focus as appropriate</p>	<p>The Education Equalities Working group has met regularly to collate and review all Equalities work and will continue to support the direction of all Equalities work for Education Services and report Education Skill and Early Years Committee.</p> <p>Regular Anti-Racist Clubs Network establishment wide.</p> <p>Leading Effective Anti-Racist Professional Learning (online one-day Continuing Professional Development sessions for Building Racial Literacy Alumni) and producing anti-racist training outwith Building Racial Literacy.</p> <p>Promoting Anti-Racist Education in Scotland to align more closely with the Scottish Government's Anti-Racism in Education Programme of work. Curriculum Development linked to Anti-Racist Curriculum Principles, Education Scotland.</p> <p>Partnership work with university of Glasgow including Teaching about Enslavement.</p> <p>Anti Racism Conversations Group.</p>	<p>Report on progress and achievements with British Sign Language Local Action Plan 2018-2024 (Education Services) to Committee in May 2024.</p> <p>British Sign Language Local Action Plan 2023-2029 – consultation taken place with the British Deaf Association and local Deaf community for feedback and new plan will be presented to committee on 30<sup>th</sup> May.</p> <p>Develop Building Racial Literacy Alumni Group 24/25.</p> <p>To align Anti Racist Education strategically.</p> <p>Implement Leading Anti-Racist practice with Glasgow University, 24- 25.</p> <p>To ensure regular city events including PARTIE 24 are promoted and involve establishments citywide.</p> <p>To support Anti Racism work with young people parent groups citywide.</p> <p>To continue citywide Career-long Professional Learning opportunities for staff.</p>	Education Services	




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 have been encouraged to protect time for 3 areas of Equalities work, Anti-Racism, Disability & LGBT Inclusive, at May in-service days over the next 3 years.	To ensure delivery of Career-long Professional Learning is in line with our commitment.	Education Services	
Commitment: Ensure processes for recording, reporting and dealing with racist and LGBTI+ bullying, sexual harassment and other abuse within schools to enable people to come forward and that a consistent zero-tolerance approach is taken.					
Action	Milestones (current)	Progress & Performance	Planned Activity	Lead Service	RAG
Continue to provide professional learning on recording and reporting discrimination-based incidents and bullying including targeting training for leaders.	<p>Provide professional learning in partnership with respectme.</p> <p>Monitor and evaluate numbers of school-based staff completing respectme eLearning modules 1 and 2.</p> <p>Review and analyse bullying incidents data regularly.</p> <p>Liaise with Glasgow City Parents Group on support and guidance for parents/carers around bullying.</p> <p>Provide opportunities for pupil voice about bullying via schools forum/pupil conference.</p>	<p>Online e-learning training through Respectme ongoing.</p> <p>Respect me are continuing to record number of staff who have used the learning modules, 851 staff have completed module 1 and 578 have completed module 2.</p> <p>Data analysis for all incidents from August 2023 to April 2024 have been analysed and a summary report produced.</p> <p>Glasgow City Parents Group have now provided feedback on the guidance for parents and this is at graphics team.</p>	<p>Continue to promote the e-learning modules.</p> <p>Respectme will continue to monitor uptake and provide reports on staff competing modules with an analysis to be carried out over the summer.</p> <p>Newsletter on anti-bullying recording has been drafted and will be sent out to all stakeholders by end of May 2024.</p> <p>Parental guidance will be shared with schools via Glasgow Online as soon as completed by graphics team.</p>	Education Services	




GRAND CHALLENGE ONE					
Reduce poverty and inequality in our communities					
MISSION 3:					
Improve the health and wellbeing of our local communities					
Commitment 1. Work with partners to promote and support people in Glasgow to achieve improved physical, mental and emotional health and wellbeing whilst reducing inequalities and the impact of deprivation.					
Action	Milestones (current)	Progress & 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> <p>An <a href="#">Equality Impact Assessment</a> has been published.</p>	Lead the development and implementation of an NHSGGC Early Years Mental Health Improvement Framework	HSCP	
	Continue to develop actions designed to prevent suicide and impact on self-harm	<p>Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.</p> <p>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>	Continue to invest in the city's suicide prevention partnership and will support the forthcoming national strategy for self-harm.	HSCP	
	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</p>	Develop programmes to advocate and support the mental well-being of groups most at risk by their life circumstances and isolated by discrimination.	HSCP	

		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.	The Mental Health Strategy Refresh is due to go through the IJB in May 2024.		
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	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.	Complete	HSCP	
	Develop Bipolar Hub	A submission for further funding after pilot was not supported following review of the service delivered. The service catered for a small number of individuals providing physical health care reviews and medication monitoring but was not able to expand to achieve the planned reach of the overall service , as patients were choosing not to travel to a central location and remained being seen in their locality community mental health teams . The transition back for the small number that used the	Unable to expand due to funding decision. Patients are either attending the hub or getting needs met locally.  A Bipolar Hub is available centrally which offers: • Peer support groups (run by Bipolar Scotland) • Group psychoeducation	HSCP	




		service latterly was supported by health services and Bipolar Scotland	programme being delivered for patients <ul style="list-style-type: none"> <li>• Physical health checks</li> <li>• Access to a pharmacist for support with medicines.</li> </ul>		
Develop and deliver a range of programmes across the HSCP to reduce and mitigate the impact of poverty and health inequalities in the city.	Deliver Glasgow Local Child Poverty Action Plan	<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"> <li>• Financial Advocacy service for women in the Special Needs in Pregnancy (SNIP's) pathway</li> <li>• The Healthier Wealthier Children (HWC) service</li> <li>• 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.</li> <li>• Community Link Workers (CLW's) service.</li> <li>• A Cost of Living Guide was developed for use by HSCP services and third sector organisations.</li> </ul>	Contribute to the delivery of the annual Glasgow Local Child Poverty Action Plan	HSCP	
	Access to financial advice and welfare rights advice	Scottish Government two year funding commitment came to end in January 2024. Funding has been secured to extend provision until September 2024.	Continue to develop financial advice and welfare rights advice across health and care services including through the welfare advice and health partnerships (WAHPs) programme.	HSCP	



		financial gains for patients of the WHP referrals - over £6.4m with a further £1.3m in debt managed			
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>	Implement the recommendations of the Glasgow Alcohol and Drug Services review	HSCP	
	Implementation of the 10 Medication Assisted Treatment (MAT) Standards	<p>The implementation of Medically Assisted Treatment Standards is underway with progress reported to the IJB in <a href="#">June 2023</a>. Mat Standards 1-5 have encouraging early implementation results. MAT standards 6-10 are due for implementation by April 2024.</p> <p>Glasgow City is on track to fully implement MAT Standards 1 - 10 in community settings by April 2025 and have begun the process to implement MAT Standards in Justice settings by April 2026. 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</p>	Continue the implementation of the 10 Medication Assisted Treatment (MAT) Standards	HSCP	

		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>	HSCP	
	Continue tobacco smoking cessation service	Glasgow City Community Quit Your Way Service: Smoke Free App: "carrying out a test of change for the 'Smoke Free App' to trial the use and effectiveness with Glasgow City. This provides free access to support via the app which might appeal to some clients due to the 24/7 access to advice and support."	Deliver protection programmes to reduce uptake, exposure and cessation services for tobacco smoking	HSCP	
<b>Commitment 2.</b> Work with service users and their carers to identify their needs and desired outcomes and empower them to make informed decisions about the lives they live and supports they choose to receive.					
Action	Milestones (current)	Progress & 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	Use NHS24 as a mechanism to access GP Out of Hours, triage and direction to minor injuries, community pharmacy and other alternatives to Accident & Emergency	HSCP	

Identify opportunities to improve the HSCP's Self-Directed Support (SDS) SW policies, processes and procedures to increase the effectiveness of SDS in empowering individuals to have a greater say and greater control in the services they access to meet their personal outcomes.	Further develop Self Directed Support	Glasgow City Council 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.	Identify development opportunities to promote the use and effectiveness of SDS in enabling service users to meet their personal outcomes.  Paper due to IJB in May 2024  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.	HSCP	
Support patients and service users to exercise greater control over their support journey	Implement Patient Initiated Follow Up (PIFU)	PIFU has been identified as a central component of the NHS GG&C Board wide Mental Health Strategy. The Strategy has been subject to review and a refreshed Strategy is approved at the Health Board and IJB in September 2023.  Mechanics are in place for referrals and services need to improve awareness and encourage uptake.	Implement Patient Initiated Follow Up (PIFU) to enable patients and their carers to initiate their own appointments as and when they need them	HSCP	
Explore options with our partners to identify training and development opportunities that would support our staff to support people across the city to make informed decisions about their care and support.	Develop further Partnership Working	Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.  The HSCP is engaged in a tests of change programme to develop and increase the use of Technology Enabled Care and Support.	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.	HSCP	  To reflect the fact that whilst has started there is a pause to the rollout in NW







		<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 from a (SOL) physical overnight responder service.</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.		
	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 <a href="#">Strategic Plan</a> (approved June 2023)	<p>Continue to implement a trauma informed practice approach and rollout of the Scottish Trauma Informed Leadership Training</p> <p>Training dates for courses taking place between January and March 2024 were circulated to all HSCP staff.</p>	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.	HSCP	
Strengthen early support and intervention for children and young people in line with the	Whole Family Wellbeing Fund	Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.	Continued investment in the Whole Family Wellbeing Fund	HSCP	



aspirations of The Promise and ensure they are key partners in deciding upon the support they want and need		<p>On the 15<sup>th</sup> May 2024 the IJB approved funding for a whole family support and well-being though primary care Pilot. A steering group for the pilot has been established, including membership from General Practice, Children's Services, the Child Poverty Pathfinder team (GCC), Health Improvement, the third sector, the Primary Care division and Glasgow Life and reports into the Children's Services Executive Group.</p> <p>This work will be reported through the Deep End Network, the national Primary Care Health Inequalities Reference Group and as part of the wider Whole Family Well-being Fund.</p>	<p>will be critical in securing more effective family support for children and young people and supporting the implementation of the Universal Pathway.</p> <p>The primary care pilot programme will test ways of strengthening more integrated support for patients with family complexity affecting their primary care presentations within deprived practices. Full details can be found <a href="#">on the HSCP website</a></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><a href="#">Family Support Strategy</a></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.	<p>Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.</p>	<p>Develop and deliver an accessible, patient-centred, equitable, centralised abortion care service across Greater Glasgow and Clyde.</p> <p>Currently there is legislation going through Parliament regarding</p>	HSCP	

			the introduction of buffer zones <a href="#">Introduced   Scottish Parliament Website</a> Updates will follow national guidance.		
<b>Commitment 3.</b> Support people to live safely at home for as long as possible and continue the move away from traditional service delivery models to those which enable people to access services and supports in their local communities					
Action	Milestones (current)	Progress & 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.	<p>Revised approach to accessing services to be presented to the IJB for approval.</p> <p>Presentation of revised eligibility criteria to the City Administration Committee for approval.</p> <p>Further engagement with stakeholders to support implementation of the approach, raise awareness and ensure staff are supported to work with individuals to assess need and identify/access appropriate supports.</p>	HSCP	<div>A</div> <p>To reflect the delay in getting the report to the IJB</p>
Continue to expand the access to and use of technology-based supports to enable people to live independently in their own homes with supports appropriate to their needs.	Move away from analogue telecare platforms	<p>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.</p> <p>Community Alarms &amp; Analogue to Digital Project (A2D). The new</p>	Complete the programme to switch the technology used by recipients of technology enabled care services from analogue to digital telecare platforms	HSCP	<div>G</div>

		digital ARC is due to go live in Autumn 2024			
	Further use of Technology Enabled Care and Support	Approximately 40 people are currently in receipt of support through the remote responder service and 12 people through the physical responder service.	<p>Integration of the consideration of Technology Enabled Care and Support (TECS) as a core element of the assessment process</p> <p>Plans to roll-out the TECS test for change in North West Glasgow has been paused due to funding constraints. However, work will continue to develop the remote responder service and, where possible, expand the reach of the physical responder service. Both are City-wide services, although the latter is predominately in North East at the present time.</p>	HSCP	A
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	<p>Increase throughput and activity, and develop additional referral pathways and interventions to enable people to receive treatments that would otherwise require them to be admitted to hospital.</p> <p>Support activity around mental capacity as a significant issue within delayed discharges</p>	<p>Joint planning with partners across Greater Glasgow and Clyde to sustainably reduce delays in discharging people from acute settings through targeting resources to key high volume.</p> <p>Use of processes to reduce admission of those at risk of delays and to promote early discharge to community services, and renewed focus to</p>	HSCP	G



			<p>implement Choices Protocol where families may delay discharge planning due to lack of availability in Care Home of choice.</p> <p>Stabilise processes around court dates / use of alternative routes for discharging patients with capacity issues / exploiting Power of Attorney Campaign to increase number of POAs in community</p>		
Support people to live safely and independently at home and continue the move away from traditional service delivery models to those which enable people to access services and supports in their local communities as active members of their communities.	Reduce Delayed Discharges	<p>Progress and performance will be undertaken and reported on by the HSCP at appropriate intervals.</p> <p>The use of Discharge to Assess pathway has improved outcomes for patients with them being assessed within a care home environment and not within an acute bed.</p> <p>The development of an Improvement programme working across Demand / Activity / Capacity &amp; Queue to improve overall performance, reduce length of stay, and increase availability of beds by reducing delays.</p>	<p>Continue implementation and review of the Discharge to assess process, using care home placements to undertake patient assessment outwith acute settings.</p> <p>Develop Additional enhanced service provision to avoid admissions of those most at risk of becoming delays and to enable early discharge to community services / Call before you Convey / enhanced support to Care Homes.</p> <p>The use of Intermediate Care &amp; Discharge to Assess, and collaboration with HSCP owned residential beds to improve</p>	HSCP	


			pathways and reduce delays.		
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	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.	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.  Implementation of planned date of discharge (PDD) as part of Discharge Without Delay programme Maximise opportunities for rehabilitation through the effective use of Intermediate Care targeting those people who can return home.	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	Development of robust community services with the ability to prevent admission from areas where patients are at risk of delays / focus on high risk delay groups such as mental health, addictions and homelessness	Closer working using protocol based approaches with addiction / mental health and homeless teams to promote early involvement  Close liaison with commissioning teams to promote availability of placements and to support patients to return home where possible	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	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	Support the implementation of the “A Socially Connected Glasgow” strategy	HSCP	


supports in their local communities as active members of their communities.		being scoped and is scheduled for March 2024.			
<b>Commitment 4.</b> Work in partnership with communities and other services to ensure that people, particularly the most vulnerable, are kept safe from harm and that risks are identified, reduced and managed appropriately.					
Action	Milestones (current)	Progress & Performance	Planned Activity	Lead Service	RAG
Review provision of emergency accommodation for homeless households leaving hospital.	Progress work to reduce homelessness	<p>The Service continues to face significant demand for emergency accommodation. In light of the increase in demand the HSCP has expanded its use of emergency accommodation.</p> <p>The HSCP has reviewed interfaces to improve pathways into emergency homeless accommodation for people leaving hospital. The HSCP is currently working with commissioned service providers and people with lived experience in a service design process that will develop a service framework that can be commissioned to support people who are homeless. This will support the HSCP develop emergency accommodation models that reflect the needs of homeless households.</p>	To ensure access to accommodation that meet people's needs and minimises delayed discharge for homeless households.	HSCP	
Progress initiatives that prevent and reduce the risk of homelessness	Progress work to reduce homelessness	GCHSCP's Children and Families service, along with Homelessness Services, have also continued to fund the Private Rented Sector (PRS) Hub. The PRS Hub have developed strong and effective working relationships with partner	Improve access to housing support for households at risk of homelessness and households within private rented accommodation	HSCP	




		<p>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 provided. Furthermore, in the last year, a total of £402,000 has been received by families, through previously unclaimed benefits, with assistance from Welfare Rights Officers.</p> <p>Update on the RRTP found from May 24 update to IJB. <a href="https://hscp.scot">IJB Report (hscp.scot)</a></p>			
	Progress work to reduce homelessness	<p>The Private Rented Homelessness Prevention Hub continue to provide advice and support to people within the PRS in order to prevent homelessness where possible. Part funded by the HSCP a review has been commissioned to examine opportunities to improve effectiveness of the service and. The review will report by October 2024.</p> <p>The service has continued to increase investment in Money &amp; Debt</p>	Development and implementation of the Flexible Homelessness Prevention Fund.	HSCP	A



		<p>Advice Service for people affected by homelessness. For the period February 2023 to February 2024 the service reported £6.8m financial gain for service users who accessed the homelessness Money &amp; Debt Advice outreach provision.</p> <p>Update on the RRTP found from May 24 update to IJB. <a href="#">IJB Report (hscp.scot)</a></p>			
	Progress work to reduce homelessness	<p>The Service has secured funding that will allow it to develop three Homelessness Prevention Hubs (one within each of the HSCP localities). The Hubs will be aligned to a number of Community Based RSLs and will look to enhance Homelessness Prevention Networks across the City.</p> <p>The service has continued to increase investment in Money &amp; Debt Advice Service for people affected by homelessness. For the period February 2023 to February 2024 the service reported £6.8m financial gain for service users who accessed the homelessness Money &amp; Debt Advice outreach provision..</p> <p>Update on the RRTP found from May 24 update to IJB. <a href="#">IJB Report (hscp.scot)</a></p>	Provide funding that can be used flexibly to support small scale grants to people at risk of homelessness in order to sustain their existing accommodation.	HSCP	
	Progress work to reduce homelessness	A pilot Rapid Rehousing Fund has been implemented across the Community Homelessness Service. The fund is designed to allow single applicant households to move on from emergency accommodation more quickly	Carry out a comprehensive review of the homelessness Flexible Outreach Service	HSCP	



		<p>following the acceptance of an offer of permanent housing. The pilot will be evaluated in October 2024.</p> <p>The service is currently reviewing its approach to section 11 notifications. Consideration of developing a small scale homelessness prevention fund will be aligned to this review. The review will report following the analysis of the evaluation.</p>			
Support the Glasgow Alliance to End Homelessness and their work to improve homelessness services in Glasgow, support Housing First as a model and reduce use of temporary accommodation.	Progress work to reduce homelessness	<p>Given the increased demand on Homelessness Services, largely resulting from the streamlined asylum decision making process, Glasgow City Health and Social Care Partnership have been required to rapidly increase its use of temporary accommodation.</p> <p>Homelessness Service are working with colleagues in Neighbourhoods, Regeneration and Sustainability (NRS) to identify vacant properties within the city which can be used as temporary accommodation to ensure the HSCP continues to meet its statutory duties. In the short term, Homelessness Services have increased the provision of bed and breakfast/hotel accommodation and have more than double the number of households in this type of accommodation (currently around 1,300) than when the accelerated decision-making process began.</p>	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.	HSCP	





		<p>Significant work has been undertaken to develop a revised service specification for the delivery of housing support services through the Alliance to End Homelessness. This work is being taken forward through the All in for Glasgow workstream which is currently developing a revised service framework that will inform future commissioning activity.</p> <p>Update on the RRTP found from May 24 update to IJB. <a href="#">IJB Report (hscp.scot)</a></p>			
Implementation of Glasgow City IJB's first Domestic Abuse Strategy.	Support victims of domestic violence	<p>The Domestic Abuse Strategy was approved by the IJB in <a href="#">March 2023</a>. Safe &amp; Together training has been delivered to Children and Families teams (south), and to selected staff from all services in Glasgow.</p>	<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 <a href="#">“The Rethinking of Domestic Abuse in Child Protection: Responding Differently”</a>, 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>	HSCP	

			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.		
	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.	Findings from review due to be published in ADRS review report later in year.	HSCP	
Support local and national efforts and a public health, evidence based approach to tackling drug deaths.	Support the Scottish Government's ambition to enable the consistent delivery of safe, accessible, high-quality drug treatment and deliver initiatives and priorities to tackle the harm caused by alcohol and drugs in the city.	<p>The Safe Drug Consumption Facility will be situated in Hunter Street Health and 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>	Continued building works, with an estimated programme duration of 24 weeks.	HSCP	
Recognise gambling harms as a public health issue.	Provide the information and supports required to those	GCHSCP Health Improvement in partnership with Public Health	Continue to work with colleagues and partners to	HSCP	

	who are experiencing or are at risk of experiencing harm in our city to ensure protection from harm	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 <a href="#">Whats at Stake; Glasgow's Stories of Harms and Recovery</a>	explore the impact of online harms and young people's digital life on their health and wellbeing outcomes.		
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**Commitment 5.** Work to promote safe and equitable access to the right services in the right place at the right time for all with particular awareness of the needs of protected or marginalised communities

Action	Milestones (current)	Progress & 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	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	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.	HSCP	

		trained in harm reduction in preparation for future roll out.			
<b>Commitment 6.</b> Ensure that Glasgow's carers, including young carers, foster carers and kinship carers are supported to provide the best possible care, and achieve the health, wellbeing and financial stability that enables them to reach their full potential					
Action	Milestones (current)	Progress & 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 social care decision making structures.	Continue to support carers	An HSCP officer with a primary role in supporting and advocating for the interests of carers has been identified as a non-voting Member of the IJB and Member of the Public Engagement Committee.	Support carer representation on the Integration Joint Board and Public Engagement Committee	HSCP	
	Continue to support carers	Activity to recruit a Carers Champion falls within the responsibility of Glasgow City Council. HSCP officers and the IJB will support the recruitment process and ongoing support requirements.	Support Glasgow City Council activity to appoint a Carer's Champion	HSCP	
Develop a package of funding supplements and benefits access that assists children and young people to be sustained within their extended families and school community.	Continue to support carers	In <a href="#">November 2023</a> 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 <sup>st</sup> April 2023.	Kinship carers allowance package	HSCP	
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 <a href="#">November 2023</a> 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 <sup>st</sup> April 2023.	Kinship carers allowance package	HSCP	

## 2 Policy and Resource Implications

### Resource Implications:

*Financial:* None

*Legal:* None

*Personnel:* None

*Procurement:* None

### Equality and Socio-Economic Impacts:

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

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

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

### Climate Impacts:

*Does the proposal support any Climate Plan actions? Please specify:* Not applicable as this is a performance report

*What are the potential climate impacts as a result of this proposal?* Not applicable as this is a performance report

*Will the proposal contribute to Glasgow's net zero carbon target?* Not applicable as this is a performance report

**Privacy and Data  
Protection Impacts:**

No impact

### **3.0 Recommendations**

**Committee is asked to**

The committee is asked to:

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